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INTRODUCTION BY THE ADMINISTRATOR

CONTENTS

		Paragraphs	Page
I.	PURPOSE	1	2
II.	UNDP IN THE EMERGING CONTEXT FOR DEVELOPMENT COOPERATION	2 - 6	2
III.	THE MANAGEMENT OF CHANGE: PERFORMANCE UNDER THE 1995 UNDP PLAN	7 - 86	3
	A. Strengthening country offices for the operationalization of sustainable human development	8 - 36	3
	B. Resource mobilization and constituency-building	37 - 56	10
	C. The 1996-1997 biennial budget strategy and the successor programming arrangements	57 - 60	14
	D. Improving support to the United Nations system	61 - 72	15
	E. Improving management accountability and information systems	73 - 86	18
IV.	CONCLUSION	87 - 89	23
V.	EXECUTIVE BOARD ACTION	90	23
Annex.	Sample of 1995 project approvals: by area of focus		24

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I. PURPOSE

1. In the light of Executive Board decision 95/22, the introduction to the annual report of the Administrator has been reorganized to provide an overall account of organizational performance under the first UNDP corporate plan (the 1995 UNDP Plan). The main trends in implementing the five operational objectives of the Plan are assessed and achievements and areas for improvement are highlighted. More detailed information about the activities of UNDP during 1995 is provided in the main programme record (DP/1996/18/Add.1).

II. UNDP IN THE EMERGING CONTEXT FOR DEVELOPMENT COOPERATION

2. As the United Nations marked its fiftieth anniversary during 1995, new ideas about the future of development cooperation in the post-cold-war era continued to emerge. In many quarters, strategic thinking centred on more equitable and sustainable models of progress based on stronger capacities to achieve good governance, broaden popular participation, reduce poverty and regenerate the environment. From the high-level meeting of the Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD), through the General Assembly debate on the recommendations of the Secretary-General on a new Agenda for Development, to the World Summit on Social Development (WSSD) in Copenhagen and the Fourth World Conference on Women in Beijing, international attention converged on these issues. Against this background, the reform of official development assistance (ODA), the reform and strengthening of the United Nations as a force for development and the enhancement of the role of UNDP in development remained key considerations.

3. By synthesizing, testing and advocating the paradigm of sustainable human development (SHD), UNDP has refocused its efforts since 1993 on a mission more responsive to the emerging global context. At the same time, UNDP has also acted decisively within the United Nations system to initiate reforms aimed at improving the efficiency and quality of its services. Calls for change have therefore found the organization in the process of reinventing itself. In early 1995, following extensive consultations about the future - within UNDP and between it and its major stakeholders - the organization adopted a strategic framework that consolidates its new mission, goals and strategies in a single policy document. The framework builds on initiatives for change begun in the fifth cycle and reflects Executive Board decision 94/14, in which the Board endorsed the mandate of UNDP for SHD. It repositions the organization in support of three essential goals: as a global resource for SHD; as a unifying force for SHD within the United Nations system; and, most of all, as the sponsor of, and catalyst for, country-driven and country-owned programmes in SHD.

4. In its decision 95/22, the Executive Board acted to focus the work of UNDP in SHD on priority development needs, making poverty eradication the overriding priority of UNDP. The Board urged UNDP to concentrate on areas where it has demonstrable comparative advantage, in particular, capacity-building. Secondary but still vital objectives that typically support poverty eradication, such as the advancement of women, the regeneration of the environment and the creation of sustainable livelihoods, were reaffirmed.

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. In order to operationalize its new framework, UNDP also issued its first rganization-wide plan of action in June 1995. The 1995 UNDP Plan aims to link he aggregate goals of the organization with the working-level objectives of nits through five intermediate operational objectives considered by senior anagers to be major organizational priorities. The introduction of these lanning tools has given UNDP a more systematic basis for putting models of hange into practice.

. Recognizing the central role of its own human resources in carrying out hese organizational strategies, UNDP moved towards a people-centred approach to anagement, as described in the human resources management strategy, approved by he Strategy and Management Committee at the end of 1995. Following three onsecutive post-reduction schemes, UNDP embarked on a programme to rebuild its ubstantive and administrative capacity through staff development activities and areer advisory services. Special measures were taken to recognize high erformers and to provide career development for General Service and national Professional staff, which constitute the large majority of UNDP personnel. Important initiatives were put in place to advance women and to build commitment to organizational changes. For locally recruited staff, UNDP led United Nations-wide improvements in conditions of service and installed better security arrangements in country offices.

III. THE MANAGEMENT OF CHANGE: PERFORMANCE UNDER THE 1995 UNDP PLAN

7. The following assessment is based on quarterly bulletins derived from the multilevel monitoring system of UNDP. This system, in certain key respects, is not yet equal to the task of supporting comprehensive reports on organization-wide endeavours. While monitoring takes place at all levels of UNDP, from country offices through regional bureaux and central units up to senior management, the reporting chain connecting these levels needs to be linked together more consistently. Managers also need to develop a stronger culture of monitoring in their units and to concentrate on information relevant to progress under the UNDP Plan. This weakness is being addressed through the introduction of standardized formats for unit work plans, the adoption of more consistent performance indicators and the designation of fixed reporting officers in all units. In the meantime, every effort has been made to appraise and summarize the most important trends, achievements and areas for improvement under the five operational objectives of the 1995 Plan.

A. Strengthening country offices for the operationalization of sustainable human development

8. The intent of this objective was to support UNDP country offices in becoming more effective development resources and to encourage them to convert SHD goals into quality programmes responsive to country-specific priorities. To move forward in this direction, the 1995 UNDP Plan sets out a series of products and services in nine identified key results areas. For the sake of brevity, the nine areas have been grouped under five headings in this report.

1. Guidelines, policies, procedures and success stories

9. Work begun in this area during 1995 indicates that support to country offices in the form of clear programme guidelines, technical notes and procedures to assist them in designing SHD programmes is proceeding apace, and will be accelerated when a learning package on SHD in the country context is disseminated in April 1996. Such support will also continue to encourage country offices to exercise their own ample initiative in programme design. Reformulation of country programme guidelines to reflect the new instrument of the country cooperation framework commenced and is well under way. Similarly, simplifications of project document formats and management procedures are planned for 1996. A system for programme oversight, review and support has been set up as part of the new arrangements for programming. In December 1995, the first set of programming procedures was released, and the rest are to follow shortly.

10. Other positive results in this area included the completion and distribution to country offices of: the new policy orientation paper of the United Nations Capital Development Fund (UNCDF); procedures covering programming for SHD under the Global Environment Facility (GEF); and a UNDP policy paper on desertification.

11. Headway was also made in the dissemination of successful SHD initiatives. Thirteen such cases were prepared on the basis of lessons learned in all regions and were circulated widely. The Regional Bureau for Africa (RBA) and the Regional Bureau for Asia and the Pacific (RBAP) produced periodic reports on their operational experiences, and success stories were also regularly cited in the UNDP electronic bulletin, "UNDP FLASH".

2. Capacity-building in governance and poverty eradication

12. Capacity-building is one of the most distinctive forms of UNDP action aimed at helping to create enabling environments for people's sustained participation in their own development. An important 1995 result in this area was the preparation of national human development reports and SHD analyses as instruments of policy dialogue and programme development. More than 30 countries have prepared national human development reports with UNDP support. This work drew heavily on the achievements of the global Human Development Report. In addition, 32 countries and territories received assistance in formulating enabling strategies for SHD: Bahrain, Bolivia, Botswana, China, Djibouti, Egypt, El Salvador, Guinea, Iraq, Jordan, Kuwait, Lebanon, Malawi, Morocco, Pacific Island countries (11), Pakistan, Philippines, Qatar, Sudan, Turkey, Ukraine, and the United Arab Emirates. They are likely to be joined by the 40 or more countries now drawing up country cooperation frameworks for presentation by the end of 1997.

13. This upstream trend was accompanied by the promotion of perspectives on governance in the plans, budgets and socio-economic strategies of various public institutions. Assistance for institutional change was a related priority. For example, UNDP was asked by the national authorities in Papua New Guinea to lead donors in supporting the country's new, decentralized governance system. In

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Lebanon, a technical cooperation coordination unit was established within the Ministry of State for Administrative Reform. The unit not only supports Government-donor coordination but also oversees the nation-wide administrative rehabilitation programme. Under the Special Programme of Assistance to Africa, UNDP chairs the Civil Service Reform Working Group and, during the year, coordinated the drafting of guiding principles for civil service reform. These are expected to underpin donor support to the region's efforts to reduce bureaucracies and improve performance. In El Salvador, UNDP continued to support nascent democratic institutions, judicial and electoral reform and the economic reintegration of former combatants.

14. Through the direct communication link on key priority matters which the Administrator's office maintains with the field operational arm (the "direct-line communiqués"), the UNDP conceptual framework, "From Poverty to Equity: An Empowering and Enabling Strategy" was transmitted to all country offices as a guide to action. The strategy set out some key UNDP responses to Commitments 1 and 2 of the Copenhagen Summit. It has provided a framework for strengthening efforts to attack the structural causes of poverty and to foster enabling conditions for overcoming it. Among measures it recommends are helping countries to: build capacity for responsible governance; integrate social and economic policies; and remove systemic factors that limit equality and equity.

15. Following up on these direct-line communications, many country offices assisted host Governments to form coalitions with civil society and to prepare and launch national poverty eradication campaigns. In Botswana, for example, UNDP and the Botswana Institute for Development Policy Analysis began jointly to assess the extent of poverty in the country and to re-evaluate instruments for addressing contributing factors. Participating groups included local government authorities and representatives of civil society and academia. In Zimbabwe, UNDP assisted the Government to develop and launch its national poverty alleviation action plan. The plan targets the poorest, is decentralized and closely associates beneficiaries in its design and execution. Similar assistance in Nigeria focused on building capacity for seven interrelated goals: fostering an enabling policy environment; promoting functional education; delivering health services; creating sustainable livelihoods; protecting the environment; mobilizing civic groups; and generating financial resources.

16. In Thailand, UNDP is helping the Government to track progress towards poverty reduction using basic minimum needs standards, consisting of 37 indicators for measuring the level of development in 60,000 villages annually. Efforts are under way to improve household incomes, access to clean drinking water and vocational training. In Viet Nam, as part of a major post-WSSD programme, UNDP, together with the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF), published a comprehensive report on poverty eradication that provides a framework for joint action by the Government, donors and civil society. In 1996-1997, UNDP will conduct a living standards survey, the results of which will contribute to formulating national hunger and poverty eradication strategies.

17. UNDP in Egypt supported the establishment of the Social Fund for Development. Its target is to help to reduce the number of vulnerable people through job creation. UNDP is also helping the Government to create a national

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poverty map, highlighting pockets of poverty, quantifying the size of the problem, prioritizing follow-up actions and devising an early-warning system for preventive action. In Jamaica, UNDP brought together representatives from the Government, the donor community and non-governmental organizations (NGOs) to prepare a poverty strategy that seeks to create jobs, recycle capital and empower communities to generate economic opportunities.

18. In Bulgaria, as a follow-up to the WSSD, UNDP assisted the Government to frame an employment and poverty-reduction strategy with the involvement of NGOs. The strategy builds on previous UNDP-supported analyses of the underlying causes of poverty in that country. Prompted by direct-line communications from UNDP headquarters and drawing on feedback from country offices, similarly far-reaching poverty-eradication initiatives were mounted in China, El Salvador, Ethiopia, Indonesia and Sudan.

19. The effective design, monitoring and evaluation of poverty programmes call for sound indicators of social development. During the year, several country-level initiatives were taken in this increasingly important field. In Djibouti, together with the World Bank, UNICEF, the Ministère de la coopération of France and the African Development Bank, UNDP has moved with the Government to collect and analyse human development and social indicators. In China, such assistance is geared to studying the experiences of other countries that systematically monitor their social development. In Malawi, UNDP is supporting the Government in the development of a monitoring and evaluation system to measure the extent and impact of poverty at the district level. UNDP in India is helping the National Council of Applied Economic Research to develop methodologies for SHD-sensitivity tests in national projects and programmes.

20. UNDP took some notable measures during 1995 to stimulate wider awareness of poverty issues at the regional level. The Regional Bureau for Arab States (RBAS) commissioned an intercountry study on poverty alleviation and sustainable livelihoods. RBA launched a model programme for civil society empowerment for poverty reduction. It also co-hosted with three non-governmental institutions a regional policy conference on partnerships for eradicating poverty in Africa. RBAP reformulated its ongoing poverty eradication programme, which focuses on grass-roots strategies and their implications for macro policy. It also initiated a cooperative programme for mobilizing civil society groups in countries of the South Asian Association for Regional Cooperation. RBAP was, moreover, actively involved in preparations for the November 1995 Ministerial Conference on Environment and Development in Asia and the Pacific, which emphasized the relationship between poverty eradication and environmental sustainability by linking the commitments of UNCED, WSSD, and the Fourth World Conference on Women.

21. The Regional Bureau for Latin America and the Caribbean (RBLAC) has commissioned studies on poverty and social reform both at the regional and national levels. Findings will be tabled at the next technical meeting of the secretariat of the Rio Group, a regional governmental structure that is following up on the Social Summit from a regional perspective. In Eastern Europe and the Commonwealth of Independent States, UNDP assisted 22 countries to prepare and issue national human development reports. The reports have helped to introduce SHD concepts to countries in transition and to stimulate debate on

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priorities based on new data on their social conditions. They are now being used by Governments and country offices to map comprehensive strategies for poverty eradication.

3. Programme development in the four focus areas

22. Throughout the year, UNDP continued to reorient its programme to concentrate on the four focus areas defined in its new mandate. Activities typically represented a mix of both upstream and downstream initiatives, with more resources going to fewer programmes offering greater leverage. This trend away from scattered efforts has been under way since 1991 and is evident in the reduction by 30 per cent since then of the total number of projects in the UNDP portfolio, now down from 5,352 to 3,811 within roughly the same pool of global programme resources. During 1995, country offices continued to sharpen the focus of programmes in poverty eradication, employment, environment and the advancement of women. They also moved to strengthen the database on SHD through situational analyses, data generation and the preparation of country strategy notes and to support policy formulation on key development issues.

23. Headquarters units continued to support programme development by providing technical inputs to country offices and by helping them to clarify priorities. A number of useful publications and policy guidance papers were also issued. By and large, however, programme development took place in a decentralized setting. Feedback received from staff at regional or cluster meetings and through training sessions for resident coordinators suggests that some country offices expect a more consistent level of support and guidance from headquarters. The acceleration and enhancement of headquarters support services has been taken up as a matter of high priority by senior management, and new interbureau structures will be established in 1996 to address this important need.

24. The nature of recent project approvals indicates that country offices have made strong efforts to promote activities in SHD, drawing on their own talents and on new strengths such as the advisers in economics, sustainable development and HIV/AIDS recently placed in the field. A full listing of projects approved in 1995 is under preparation and will be available by mid-1996. Meanwhile, the annex to the present document lists a sample of 1995 project approvals arranged under the four focus areas of the Programme. A fifth, cross-cutting category, governance, has been added. This sample shows that trends in programme development during the year were very much in line with the new programme mandate of UNDP.

25. In addition to these country-level efforts, several initiatives were taken centrally to support the focusing of programmes on high-priority development needs. Among them, the following may be cited.

Poverty eradication and sustainable livelihoods

26. Two publications entitled "Poverty Eradication: A Policy Framework for Country Strategies" and "Sustainable Livelihoods and Poverty Alleviation" were made available in draft form to country offices to help to clarify policy and support programme formulation. As noted earlier, the major UNDP strategy

document, "From Poverty to Equity", was also distributed to the field offices. The strategy is operational in nature and focuses on ways and means to design responsive poverty-related programmes. In addition, a set of technical support modules on the monitoring and assessment of national poverty eradication strategies has been conceived. The first module will be released in early 1996. UNDP has also joined the World Bank and UNICEF to coordinate and harmonize methods of collecting and compiling poverty-related data and to exchange experiences of working in countries with different levels of poverty. In sustainable agriculture and food security, a joint strategy effort with the Food and Agriculture Organization of the United Nations (FAO) and some major donors was launched. Collaboration is expected to yield practical guidance on frameworks and methods for programme development.

Advancement of women

27. The 1995 Human Development Report raised the profile of gender issues in international policy circles and prompted searching assessments of the situation of women, often the most impoverished members of society. In the light of these analyses, a UNDP strategy paper spelling out the organization's role and responsibilities in the advancement of women was prepared in consultation with country offices, United Nations specialized agencies and selected civil society organizations. The strategy emphasizes the mainstreaming of gender activities and the development of gender-sensitive poverty indicators. It will assist country offices to respond to the Administrator's call for effective follow-up to the Fourth World Conference on Women.

28. The strategy is based on the selection of approximately 20 countries of experimentation, which span the five UNDP regions. Baseline assessments are being conducted in these selected countries to review UNDP gender-mainstreaming experiences and practices. This is designed to document successes in and obstacles to gender mainstreaming, identify models, share lessons across regions and develop indicators, guidelines and benchmarks for future programming. Learning networks are being strengthened, including the network of gender focal points in country offices, to initiate interactive learning and experience sharing.

Protection and regeneration of the environment

29. First drafts of new technical strategy papers in energy and water were prepared and discussed within UNDP and with outside professionals and experts. They will be available by June 1996. A strategy paper on combating desertification was updated. The two-year-old UNDP forestry strategy was re-examined and is undergoing revision. A UNDP interbureau forestry team is leading extensive consultations with resident representatives, the multi-donor Forest Advisors Group, the Intergovernmental Panel on Forests and an inter-agency task force consisting of the World Bank, the International Tropical Timber Organization, the United Nations Environmental Programme and FAO. Two new initiatives slated for development in 1996 are methodologies for the valuation of environmental capital and indicators of sustainable development.

4. Thematic priorities for UNDP

30. In his statement to the Executive Board at its annual session 1995, the Administrator referred to ongoing discussions around the thematic priorities for UNDP. This intensive internal deliberation has been under way since April 1995 to establish the "focus within the focus" in the priority areas of poverty eradication, employment and sustainable livelihoods, advancement of women, protection and regeneration of the environment, and sound governance.

31. Through the Bureau for Policy and Programme Support (BPPS), UNDP decided to carry the consultations beyond the organization, and in late 1995 began to plan a series of informal consultations with the Executive Board on thematic priorities. Ten topics were identified for informal discussions that would be convened in early 1996 and a short note was prepared on each: sustainable energy; science and technology; sustainable livelihoods; food security; poverty eradication; gender in development; decentralized governance; aid management and accountability; water; and land degradation.

32. The major ideas for ways to sharpen the focus in each priority area have been captured in the proposals for the next global programme framework, which will be submitted to the Executive Board at its third regular session 1996. These proposals will describe the efforts that will be made to evolve methodologies, guidelines and other policy and programme tools on selected topics within the areas of focus.

5. Cooperation and communication between country offices and headquarters

33. Clear and responsive communication between headquarters and country offices is essential for the morale of front-line personnel and for the successful execution of change in an organization with 85 per cent of its staff posted around the world. In this respect, the Administrator's "direct-line communiqués" to resident representatives conveyed priority information and lucid guidance on organizational policies and strategies. In 1995, six comprehensive direct-line communiqués were issued. In addition, all regional bureaux fielded missions to promote joint work planning with country offices and also brought resident representatives together at cluster meetings during the year to clarify regional strategies and discuss operational priorities.

34. Reductions effected through the biennial budget exercise had direct implications for the structure and staffing of country offices. In this respect, 1995 was not an easy year for UNDP. The quality of consultation maintained between offices, regional bureaux and the Bureau for Finance and Administration (BFA), based on hard thought and transparent criteria, helped to resolve numerous difficulties. Two notable steps were also taken to give country offices more flexibility in their day-to-day work: simpler access to Special Programme Resources (SPR) by decentralizing approval authority to regional bureaux, and the introduction of more flexible procedures for financial and personnel management. A third step, new rules for programme implementation by NGOs, should be completed soon.

35. A significant development in 1995 was the approval by senior management of a decentralization initiative aimed at introducing improved procedures, operating systems and processes to empower country offices and enhance their services to host countries. The initiative will test various instruments, such as increased delegation of approval authority, results-oriented performance measurement and better systems of accountability.

36. While efforts such as these continue, a number of country offices point out that their work would also be appreciably enhanced by reducing the volume of information requests from various parts of headquarters; prioritizing demands on offices facing emergencies; and ensuring prompt responses to queries from the field. It is expected that the new UNDP communication strategy and programme management information system will address some of these matters. UNDP must also continue to give high priority to empowering country offices by connecting them with appropriate resources, information and expertise.

B. Resource mobilization and constituency-building

37. It is acknowledged that UNDP confronts development challenges of increasing complexity at a time when ODA is being restructured, resources available for multilateral institutions and the United Nations are declining, development assistance is increasingly targeted for humanitarian ends and constituencies for aid are eroding. Resource mobilization and constituency-building for SHD were therefore high on the 1995 agenda for action. Senior management responded with a strategy aimed at raising predictable, secure and sufficient programme resources and making UNDP better known in a wider constituency.

1. Funding for SHD

38. As part of this new drive, a strong effort has been made to instil a resource mobilization culture at all levels of UNDP and to support fund-raising by attending to programme quality and by linking specific products and services to national priorities and donor interests. Traditional and emerging contributors have entered the dialogue, which is now conducted on the basis of careful policy and budget cycle analyses and coordinated donor visits. To increase their core and non-core base, most of the bureaux have opened discussions with emerging contributor countries as well as with regional funding institutions. An ongoing action plan to promote non-core resources includes:

(a) Identifying sources of non-core financing and relating them to country-office resource mobilization targets;

(b) Seeking co-financing from Governments and multilateral development banks;

(c) Channelling more predictable non-core funds into the main UNDP priority areas;

(d) Sustaining thematic funds for longer periods;

(e) Organizing funding for preventive and curative development;

(f) Improving the round-table mechanism;

(g) Revising guidelines on co-financing;

(h) Conducting resources mobilization exercises.

39. Under the strategy, bureaux have succeeded in attracting additional funding for programmes on all continents, as illustrated in the accounts of activities in the regions provided in the main programme record (DP/1996/18/Add.1).

40. The total income of UNDP from contributions in 1995 amounted to approximately $1.8 billion, of which voluntary contributions to UNDP core resources accounted for more than 50 per cent while co-financing in the form of cost-sharing and trust funds and other extrabudgetary income made up the remaining part.

41. In addition, the UNDP-administered funds (the United Nations Capital Development Fund, the United Nations Development Fund for Women, the United Nations Volunteers, the United Nations Revolving Fund for Natural Resources Exploration, the United Nations Fund for Science and Technology for Development, the Energy Account and the Office to Combat Desertification and Drought) improved their funding base to $49 million in regular resources and $23 million in supplementary resources.

42. Based on the pledges received by March 1996 and taking into account estimates of voluntary contributions to UNDP core resources from countries that have been unable to announce pledges so far, 1996 contributions to the core resources of UNDP are expected to amount to around $900 million. This level is below the 1995 total.

43. Of the members of the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD/DAC) that have made pledges so far, key UNDP donors have either announced increases in their contributions or have maintained their 1996 contributions at the level of the previous year. Some of the smaller DAC countries have provided substantial increases. Contributions from two major donors for 1996 are estimated to be considerably lower than in previous years. Details are provided in the main programme record (DP/1996/18/Add.1).

44. Eight programme countries announced contributions of more than $1 million and several others increased their contributions for 1996. A number of programme countries, some of which are experiencing severe economic problems, have resumed their support to UNDP, and one country made a pledge to UNDP for the first time. Details are provided in the main programme record (DP/1996/18/Add.1).

45. According to UNDP preliminary statements, 25 new trust funds were established and three trust funds were closed during 1995. UNDP is currently administering 117 trust funds. Total income in trust funds amounted to $214 million, of which approximately half went to global funds (including the

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Global Environment Facility, Montreal Protocol, Capacity 21); of the remaining trust funds, most went to Africa and to the Programme of Assistance to the Palestinian People.

46. Cost-sharing continued to be a major component of total UNDP resources. In Latin America, it remains by far the largest source of programme funding. According to expenditure figures compiled in 1995, during the fifth cycle, cost-sharing and trust funds accounted for 70 per cent of total programmable resources in the region, indicative planning figures (IPFs) for 9.6 per cent, management services agreements for 11.4 per cent and miscellaneous trust funds for 14.8 per cent.

47. Total cost-sharing income for Latin America in 1995 amounted to some $500 million. Africa received $35.8 million while in the Arab States some $25 million was mobilized in co-financing, most of which came from Governments. Asia received co-financing of $20 million while Europe and the Commonwealth of Independent States had cost-sharing income for national and regional programmes amounting to some $10 million.

48. UNDP-sponsored round-table meetings generated sizeable pledges for several African and Asian countries during the year. Notable examples include: Angola (over $1 billion); Bhutan ($65 million); Burkina Faso ($330 million); Gambia ($400 million); Laos ($500 million); Maldives ($79 million); Namibia ($585 million); Rwanda (over $1 billion). While these pledges mainly support nationally managed programmes, the catalytic role of UNDP in securing them is being recognized more widely.

2. Building the UNDP constituency

49. During 1995, UNDP launched a communication and advocacy strategy that aims to project a clear image of the organization as a global anti-poverty agency. The strategy also seeks to facilitate strategic alliances with key stakeholders and to contribute to resource mobilization. The emphasis is now on outward-looking attitudes towards information-sharing and advocacy, a more targeted approach to different societies and stronger media outreach by country offices.

50. For this purpose, the Division of Public Affairs, in cooperation with regional bureaux and the Office of Human Resources, began to organize public affairs training for resident representatives and deputy resident representatives as well as public affairs focal points, whom country offices were encouraged to appoint.

51. UNDP also developed an organization-wide campaign for establishing its identity at the major international conferences of 1995 and in their follow-up, as well as during events connected with the United Nations fiftieth anniversary. In the build-up to WSSD and the Fourth World Conference on Women, UNDP sponsored national papers, workshops, meetings with caucus groups, policy exchanges, tours of UNDP projects for journalists and a significant number of publications. These interventions facilitated a pre-conference consensus on several important follow-up commitments. During WSSD, the UNDP advocacy of initiatives to provide additional resources for social programmes, such as the 20/20 financing concept

and the Partnership Facility, generated interest in many quarters. In Copenhagen and Beijing, the UNDP poverty clock drew strong media coverage. However, surpassing even this was the "Beijing Express", the UNDP-sponsored train that ferried government officials and representatives of NGOs from Eastern Europe and the Commonwealth of Independent States who would otherwise not have been able to travel to China into the heart of the global debate on gender issues.

52. In 1995, UNDP took important steps to strengthen its cooperation with NGOs, encouraged by the assent of the Executive Board to a change in financial regulations that will facilitate UNDP work with these organizations. An agreement with the International Union for the Conservation of Nature was signed as the basis for future collaboration. The UNDP Geneva Office now houses a staff member of Action Aid as part of a new outreach initiative. Throughout the year, that office campaigned through public discussions, media events and awareness-building seminars in several European countries to promote human development partnerships with UNDP at the centre. Notable examples are its enlistment of soccer players in the campaign entitled "A Goal: Human Development" and its initiation of the World Alliance of Cities Against Poverty.

53. UNDP worked out an arrangement with the European Union to accept contributions from that organization while giving it access to UNDP financial information, including statements of accounts of programmes and projects. A United Nations/UNDP joint office was established in Brussels to maintain active liaison with European partners.

54. A weekly news bulletin, "UNDP FLASH", was created to keep country offices, NGOs and the media abreast of UNDP activities. It is distributed electronically worldwide, and to selected audiences in hard copy, in English, French, Spanish and Arabic.

55. Country offices supported these outreach efforts with numerous activities aimed at taking the case of SHD to a wider public. National SHD workshops, seminars and colloquiums brought together government officials, legislators, private sector groups and civil society representatives in Argentina, Bolivia, Cameroon, Mali, Namibia, Paraguay, Senegal, Togo, and Turkey. A similar agenda was pursued at the regional level through the ministerial meeting of the Association of South-East Asian Nations, regional preparatory committee meetings for WSSD, the Americas Summit in Miami, and through the publication of a strategy paper, "Towards A Latin American Vision of SHD".

56. Events surrounding the fiftieth anniversary of the United Nations gave UNDP the opportunity to sponsor NGO forums and several media and public awareness drives. Launches of the Human Development Report in all regions were important image-building events for the organization, resulting in unprecedented press coverage. The Administrator's visits to donor capitals in Europe and to a number of programme countries heightened the UNDP profile and helped to promote its cause and purpose, as did his full programme of speaking engagements, articles and media appearances covering North America and Japan. The important roles assigned to UNDP in following up at the national level on the agreements reached at WSSD and at the Fourth World Conference on Women suggest that the

organization's efforts to make its capabilities better known to the global community are bearing fruit.

C. The 1996-1997 biennial budget strategy and the successor programming arrangements

57. Two critical decisions taken by the Executive Board during 1995 established respectively a goal-driven budget and an innovative resource allocation framework giving operational effect to the new focus and strategies of UNDP.

1. Landmark one: the 1996-1997 biennial budget

58. In its decision 95/28, the Executive Board adopted measures that will provide support to the new vision and goals of UNDP while simultaneously streamlining and downsizing the organization to ensure that maximum resources are made available for programme expenditures. The planned reduction in 1996-1997 will be the third consecutive one at UNDP since 1992. By the end of the present biennium (1996-1997): total reductions in administrative costs in real terms introduced since 1992 will amount to $106 million and the total number of core staff positions will have been reduced by more than 600. Throughout the cuts, headquarters will have absorbed most of the downsizing through a reduction in core staff posts of 31 per cent. This may be compared with a planned reduction in comparable professional capacity in country offices of just 4 per cent. This relative weighing reflects deliberate efforts to safeguard the comparative advantage of UNDP as, first and foremost, a country-based organization.

2. Landmark two: the successor programming arrangements

59. The new core resource allocation framework adopted by the Executive Board in its decision 95/23 superseded the fixed IPF system installed in 1970. The framework provides for more flexibility in the assignment of programme resources and offers greater incentives for the design of more focused programmes. In this way, the new arrangements acknowledge the changed environment for development cooperation which focuses on priorities, performance and impact.

60. The new arrangements took operational effect under an initial set of guidelines issued to country offices in December 1995. In order to implement the new programming arrangements efficiently and to ensure enhanced delivery, UNDP will:

(a) Develop and refine, through review and feedback from country offices, clear policies, manuals and procedures for the smooth operation of the new arrangements;

(b) Put in place systems for allocating and tracking resources by purpose, as well as commitments and expenditures by budget line, in order to monitor and evaluate the use of resources;

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(c) Develop and/or adapt appraisal, monitoring and evaluation instruments in order to enhance and monitor programme content and quality and provide stronger technical backstopping to country offices;

(d) Promote decentralization of the new arrangements consistent with accountability.

D. Improving support to the United Nations system

61. As an integral part of the United Nations system, UNDP believes that it has a major stake in the effective functioning of the world body and in the strengthening of system-wide operational partnerships for development. Support for the United Nations system was therefore an important 1995 objective. The ongoing reform effort within the United Nations, the major world conferences of 1995 and other key events in the United Nations calendar gave UNDP several opportunities to demonstrate its global competence in synthesizing United Nations policy agendas and its country-based advantage in undertaking follow-up actions.

62. Since July 1994, the Administrator has taken a number of initiatives on behalf of the Secretary-General to enhance United Nations coordination, particularly through the collaboration and coordination of operational activities at the country level. He has also been entrusted with managing and strengthening the resident coordinator system. During 1995, UNDP supported a number of initiatives arising from these responsibilities.

1. Support to the Secretary-General for policy coherence and coordination

63. Following the recommendations of the Secretary-General on a new Agenda for Development and the subsequent discussion of these recommendations by an ad hoc working group of the General Assembly, the Administrator was instrumental in bringing all United Nations Senior Officials together for three major meetings and one consultation. The New York-based Senior Officials met on nine occasions under the chair of the Administrator. A pattern of close consultation between the Secretary-General, the Administrator and other Senior Officials of United Nations departments, programmes, funds and regional commissions was established. As a result, important agreements were reached fairly quickly on mechanisms for bringing greater coherence to the development activities of the organization, at the regional and national level.

64. Under the Administrator's leadership, the Senior Officials established several working groups to deal with: strengthening cooperation between the United Nations and the Bretton Woods institutions (this group is chaired by the Associate Administrator); enhancing United Nations-NGO relations; and developing an improved United Nations public information strategy.

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2. Special Initiative for Africa

65. The work of UNDP in shaping the United Nations System-wide Special Initiative for Africa contributed to the recent successful official launch of the Initiative in New York, with a satellite link to Geneva and Addis Ababa. At the same time, the Initiative was launched in headquarters cities of major United Nations agencies and in many African capitals. The Administrator's leadership role in the Steering Committee, which brings together UNEP, FAO, UNDP, UNESCO and the World Bank, will help to ensure that the expectations of the Initiative are met and that the new changes in the multilateral approach to development assistance in Africa take place. The official launch has marked the start of a political mobilization process that will continue for one year under the co-chairmanship of the Administrator and the Executive Secretary of the Economic Commission for Africa. The Steering Committee will ensure that concrete implementation plans, resource mobilization strategies and programme monitoring mechanisms are put in place. UNDP is lead, co-lead or participating agency in several components of the Initiative, mainly relating to social-sector development, poverty eradication and good governance. UNDP will play a major role in ensuring the successful implementation of the Initiative.

3. Integrated follow-up to United Nations conferences

66. Taking an approach articulated by the Administrator at the request of the Secretary-General, the United Nations Senior Officials also moved to integrate the activities of their respective agencies in the follow-up to United Nations conferences. The aim of this approach is to provide coordinated assistance to countries in linking together the outcomes of recent United Nations global conferences and in translating them into national policies and programmes. The officials agreed on a United Nations system-wide action plan, which was endorsed by ACC. To these ends, the present ACC initiative has:

(a) Established three headquarters-level inter-agency task forces on: (i) basic social services for all; (ii) full employment and sustainable livelihoods; and (iii) the enabling environment for people-centred sustainable development, chaired by UNFPA, the International Labour Organization (ILO) and the World Bank, respectively;

(b) Prepared the way for the Secretary-General to propose an inter-agency committee focused on the empowerment and the advancement of women. This group will look at the International Conference on Population and Development, WSSD, and the Fourth World Conference on Women in an integrated manner and cover specific areas related to women's empowerment and advancement not dealt with by the other inter-agency task forces;

(c) Called upon the regional economic commissions of the United Nations to develop concerted plans of action at the regional level in support of conference objectives; and

(d) Requested the Secretary-General to direct the United Nations resident coordinators, in close cooperation with United Nations country teams, in establishing thematic working groups at the country level, reflecting the particular country situation, priorities, and needs with regard to key conference objectives.

4. Support for the resident coordinator system

67. The year 1995 saw a genuine shift in thinking take place in the United Nations and its agencies about ways to maximize the impact of operational activities by strengthening the resident coordinator system. This shift was driven by the leadership of the Secretary-General, strongly supported by the Administrator, and by firm political pressure from active reformists among Member States. Among the important actions that UNDP took or encouraged to further this change in the spirit of General Assembly resolution 47/199, the following may be cited:

(a) Creation of the Office of the United Nations System Support and Services (OUNS) to support the resident coordinator and provide enhanced financial support for the function;

(b) Endorsement by ACC of a key policy statement on the role and functioning of the resident coordinator system;

(c) Full disbursement of the $2 million Special Programme Resources (SPR) allocation for use by resident coordinators in mounting aid coordination initiatives;

(d) Expansion of the pool of recruitment of resident coordinators, with ten resident coordinators directly drawn from other United Nations organizations;

(e) Stronger definitions of resident coordinator assignments on the basis of clearly differentiated country-by-country needs;

(f) Active support by resident coordinators for the preparation of country strategy notes (CSNs) in 86 countries. By the end of 1995, over 40 of these CSNs had been completed;

(g) Full harmonization of the programming cycles of United Nations funds and programmes in 27 countries, with substantial progress made in another 55;

(h) Earmarking of 6 per cent of UNDP total programme resources for aid coordination and United Nations system support;

(i) Creation of a specially tailored training package for experienced resident coordinators in collaboration with the ILO Turin Centre. By mid-1996, 60 first-time and 60 experienced resident coordinators will have been exposed to new ideas and techniques. Fifteen workshops have been held on the management of field coordination for senior United Nations system representatives;

(j) Establishment of resident coordinators of United Nations theme groups or HIV/AIDS in 67 countries.

68. A strategic evaluation of the resident coordinator system was completed in late 1995 by the Office of Evaluation and Strategic Planning. A report is being prepared and will furnish insight into how the system can be further strengthened.

69. In its resolution 50/120 of December 1995, the General Assembly reaffirmed the invitation to the United Nations system to provide support to the resident coordinator system. Furthermore, it particularly emphasized the need to facilitate a coherent and coordinated follow-up to major United Nations conferences at the field level. The General Assembly also reaffirmed the need to enhance the responsibility and authority of resident coordinators for the planning and coordination of programmes. All measures taken by UNDP referred to above should clearly contribute to the full implementation of the renewed mandate of resident coordinators.

5. UNDP and countries in crisis

70. In view of the escalating need for development-oriented services to countries in crisis, UNDP intensified its efforts during the year to become a stronger partner for United Nations agencies and departments concerned with refugees, the internally displaced and other victims of man-made and natural disasters. A significant expansion of UNDP country-level work in peace-building, national reconciliation and reconstruction continues to take place. Major initiatives have been undertaken or are under way in Angola, Cambodia, Mozambique, Rwanda, the West Bank and Gaza and in countries of Central America, with particular attention given to mobilizing resources for post-crisis recovery. As noted earlier, UNDP-led round-table meetings in Angola and Rwanda generated about $1 billion each in 1995 for reconstruction.

71. UNDP also made a major commitment to support the Department for Humanitarian Affairs (DHA) by working to ensure that the resident coordinators located in countries experiencing complex and other emergencies have the training and experience to serve effectively as United Nations humanitarian coordinators. A task force consisting of UNDP and the World Bank is also developing pilot cooperative programmes in targeted countries.

72. The Emergency Response Division was enhanced to backstop the resident coordinator and UNDP country teams in a variety of pre-crisis, crisis and post-crisis situations. New, more flexible rules and procedures were adopted for use in these special circumstances and a good start was made on compiling rosters of well-qualified personnel for crisis management assignments. However, more progress needs to be made in designing mechanisms for the flexible deployment of UNDP staff to serve in emergency situations.

E. Improving management accountability and information systems

73. Promoting rigorous accountability and transparency in the management of financial, human and other resources has received the highest priority in UNDP over the last two years. As the 1995 UNDP Plan underscored, the organization's accountability covers both financial management and the quality of programme

performance and evaluation. Cutting across and underpinning these two aspects of accountability are the vital matters of individual performance and effective information support.

1. Financial accountability: audit and management reviews

74. The 1995 UNDP Plan called for expanded audit coverage using independent professional firms. During the year, 109 audits were completed by the Division for Audit and Management Review: 40 of these were conducted by management auditors and 69 by private consulting firms. Fifteen monitoring missions by management auditors were carried out in the context of national execution and 899 programmes and projects were audited for 72 Governments by national audit authorities and private firms. The trend towards outsourcing audits of country offices to consulting firms, which began in Asia, extended into Africa, with the Regional Service Centre in Harare contracting an international group for this purpose. Audits which received special attention in 1995 included those in Angola, Bahrain, Barbados, Bolivia, Ghana, Liberia, Sudan and that of UNIFEM. Management reviews and audits were also completed for five central Asian country offices (Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan).

75. Among other significant developments, compliance rates for audits of nationally executed projects continued to improve, rising from 8 per cent in 1989 through 58 per cent for reports due in 1994 to 69 per cent for reports due in 1995. More vigilant monitoring was responsible for this encouraging trend.

76. The Division for Audit and Management Review (DAMR) is responsible for the internal audit of the United Nations Office for Project Services (UNOPS). During 1995, the DAMR coverage of UNOPS activities included projects financed by cost-sharing contributions, trust funds and self-financing arrangements. Following an agreement between UNDP and the World Bank, the audit of 1994 financial statements for 26 Management Service Agreements was also completed.

77. UNDP issued a revised edition of its Financial Regulations and Rules in English, French and Spanish. A revised edition of the Personnel Manual II (Internationally Recruited Staff) was issued in English and the French and Spanish versions will be issued in 1996. Substantial work was done in preparing a complete revision of the Organizational Handbook. A draft was prepared and is expected to be finalized in 1996.

78. In addition to these measures, a comprehensive review of existing UNDP policies and practices of accountability was commissioned in November 1995 by a task force chaired by the Associate Administrator. A report will be presented to the Executive Board at its second regular session 1996.

2. Individual accountability

79. The essence of promoting individual accountability lies in setting clear, mutually agreed-upon expectations at the outset and in holding staff accountable for meeting those expectations. During the year, in addition to issuing

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circulars detailing staff responsibilities for various aspects of financial and personnel management, the Administrator moved to: establish the Standing Committee on Personal Responsibility and Financial Liability to hear cases involving infractions of the Financial Regulations and Rules; increase the use of disciplinary action for staff misconduct; review the approach of UNDP to decentralized/delegated authority and institute measures for strengthening managerial accountability; support the promulgation of a code of ethics and guidelines on the professional responsibilities of staff in the exercise of their official duties; and increase transparency by linking individual performance to the UNDP Plan through the unit work plan. Together with the other measures cited in the present section, these steps put UNDP at the forefront of the drive for greater accountability in the United Nations.

3. Evaluation and programme performance measurement

80. A full report on UNDP evaluation activities during 1995 was submitted to the Executive Board at its second regular session 1996 (DP/1996/14). As noted in that report, evaluation continued to emphasize three key elements: sustainability, results-based management and the dissemination of findings. During the year, a substantial portfolio of strategic evaluations was completed on the following topics: national execution; UNDP co-financing; the resident coordinator function; the relationship between UNDP and the Inter-American Development Bank; and the role of UNDP in the energy sector.

81. These independent studies have helped UNDP to discharge its essential accountability function in areas of considerable importance to the organization. They also validate what initially was largely a theory, namely that major evaluations can effectively support strategy formulation, policy development and decision-making on key issues. Findings have been referred to senior management for policy attention and to support decision-making on their follow-up. The lessons learned have been integrated into policy papers and, in some cases, new guidelines have been issued or are being prepared. These studies are thus helping to ensure a pre-eminent position for evaluation in setting the course of the organization. In addition, OESP has also established a new series of publications on "Lessons learned" as part of the UNDP drive to become an organization that learns from, and applies, the knowledge and findings generated by evaluations. Seven titles have so far appeared in this series and have been distributed to all country offices and throughout headquarters. A UNDP training manual on techniques in participatory evaluation was also initiated and will be published by mid-1996.

82. Programme quality issues were addressed by the introduction of a new approach: programme impact and performance assessment (PIPA). This approach is intended to enable UNDP to measure and report on programme results by establishing an objective basis for performance measurement at the planning/design stage, achieving impact through results-oriented monitoring during implementation, and acquiring a better understanding of programme impact through value-added evaluations at the end of the programme. When fully tested, PIPA will provide a means to deal with the quality and impact of programme results throughout the organization. Its pilot phase was expanded during the year to include some of the centres of experimentation. Four country offices

(Bolivia, Costa Rica, Egypt and Viet Nam) were introduced to the PIPA approach and are now applying the concepts at the design stages of selected programmes.

83. Developing the capacity of programme countries to evaluate national programmes is an ongoing priority for UNDP that has, for several years, provided training in monitoring and evaluation for country offices and partner Governments, periodically updating course modules to take account of different trends. In 1995, UNDP sponsored two subregional seminars, in Argentina and Ethiopia, in which UNDP national staff, government counterparts and NGOs participated. A third seminar took place in Malaysia in March 1996. Through these seminars, 90 people were trained in new monitoring and evaluation techniques. Furthermore, the conclusions of the seminars will contribute to a revision of the current evaluation guidelines with a view to making them more realistic and user-friendly to the country offices.

84. In its capacity as chair of the Inter-Agency Working Group (IAWG) on Evaluation, UNDP made particular efforts to promote collegial approaches to system-wide issues in monitoring and evaluation. This spirit of partnership will be critical to the success of the IAWG new brief to monitor the fulfilment of recommendations on monitoring and evaluation of the triennial comprehensive review.

85. UNDP is also the convener of the working group on monitoring and evaluation for the Joint Consultative Group on Policy (JCGP). In the last two years, UNDP has led the process of formulating a harmonized set of guidelines on monitoring and evaluation for JCGP agencies. The guidelines provide an overall framework within which each agency's monitoring and evaluation procedures and practices can be adapted or reoriented.

4. Information management

86. The task of modernizing the organization's information management system, which consists of numerous subsystems that were designed in and for different environments at different times, is a large one that will be accomplished in stages over a period of time. In the course of the year, UNDP made some progress in defining and developing the requirements for the delivery of support systems capable of meeting its information needs in communications infrastructure, programme data classification, human resources and programme management. Among priority initiatives advanced during 1995 the following may be noted:

(a) A steering committee was established to oversee the reclassification of fifth cycle projects according to the new areas of focus of UNDP. This exercise is considered to be a short-term solution to satisfy the need for information regarding recent programme trends. A longer-term approach is under study. The exercise is targeted for completion during the first quarter of 1996;

(b) The Integrated Management Information System (IMIS), a support system developed and used by the United Nations Secretariat, was adopted for use by UNDP in 1994 to modernize the administration of personnel. In 1995,

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enhancements were made to the Release 1 version of IMIS to meet the human resource requirements of UNDP, UNFPA and UNOPS. Training is currently under way with implementation in headquarters units scheduled for the first quarter of 1996;

(c) The Integrated Programme Management (IPM), an umbrella information management strategy adopted in 1994 to address the programme support system needs of UNDP, calls for individual projects executed at different speeds over four development phases with outputs delivered in stages. Under the IPM umbrella, six projects became functional during 1995:

(i) A decentralized programme management project, which acts as a catalyst for the other IPM projects. It coordinates the two functional dimensions of the organization: executive management and programme management. The project has conducted fact-finding activities, including interviews with headquarters and country office staff to identify the managerial and information requirements of users and to establish priorities. The findings and recommendations of the project, which will be followed by a conceptual prototype, will be available shortly;

(ii) A document management system project, charged with defining, developing and delivering an electronic document-handling mechanism. This mechanism is scheduled for pilot-testing during 1996 by selected headquarters units and country offices;

(iii) A Project Financial Management System project, which has delivered a replacement for the programme/project management system at UNDP headquarters. The new system modernizes the tracking of project budgets and expenditures. The project plans to deliver a better financial reporting facility for UNDP by the end of the first quarter of 1996;

(iv) A Financial Information Management project, which is currently pilot-testing a replacement for the country office programme/project management system in 13 offices across two regions. This improved tool will also supersede the UNDP financial monitoring system for nationally executed projects and provide for full electronic transfers of financial data between country offices and headquarters;

(v) A project to support the information requirements of the resident coordinator system, which was recently identified and is being formulated;

(vi) A project to enhance the UNDP development cooperation and analysis system, which has effected a number of functional and technical improvements to the electronic mechanism by which UNDP country offices produce their Development Cooperation Reports. The new version is ready and is being distributed to country offices.

IV. CONCLUSION

87. The year 1995 saw UNDP take bold and imaginative steps to maintain its position as one of the leaders in institutional reform within the United Nations system. The changes that have so far been introduced with the encouragement and guidance of the Executive Board have centred on: (a) focusing UNDP on high-priority development objectives; (b) building a leaner, more accountable organization; (c) strengthening the quality, responsiveness and impact of the UNDP programme; (d) supporting the United Nations system and resident coordinators; (e) enhancing UNDP service to people in crisis; and (f) creating new partnerships for development cooperation. The momentum that has been generated in these directions must be sustained.

88. With its first organization-wide plan, UNDP has developed a useful framework for aligning its human, financial and technical resources with its overall vision, objectives and strategies. In the process, the organization has developed a human resources strategy for investing in the core competencies that the organization and its staff will require to manage change and accomplish the new mission successfully. Plan implementation has also confirmed the strength that resides in taking a team-based approach to challenges that cut across functions, bureaux and units.

89. During the year in review, clear strides have been taken towards fulfilling the commitments that UNDP made to itself and its stakeholders in embarking on this plan. By their nature, most of these commitments remain highly pertinent to the ongoing work of UNDP. Indeed, the five operational objectives of the plan have remained in effect for the first half of 1996. Results achieved and, more importantly, those results that have yet to be achieved, will influence the choice of goals to be set in the next plan period - and also the pace to be set for their attainment. The achievements of the year cited in the present report provide grounds for facing the future with confidence.

V. EXECUTIVE BOARD ACTION

90. The Executive Board may wish to take note of the present report.

Annex

SAMPLE OF 1995 PROJECT APPROVALS: BY AREA OF FOCUS

Poverty eradication

Regional

Civil society empowerment and poverty reduction in sub-Saharan Africa;
Cooperation between Latin America and the Commonwealth of Independent States on poverty eradication and governance;
Development of Murmansk region;
Impact of socio-economic and fiscal policies on poverty eradication in South Asia;

National

Angola	-	Workshop on SHD
Bulgaria	-	Social security
Cambodia	-	Resettlement and regeneration programme
China	-	Poverty eradication programme
Comoros	-	Poverty alleviation council
El Salvador	-	Small farmer development
Haiti	-	Poverty alleviation
India	-	SHD sensitivity tests
Indonesia	-	Poverty programme
Mongolia	-	Poverty eradication
Morocco	-	Rural poverty alleviation
Myanmar	-	Grass-roots initiatives
Namibia	-	Shelter programme
Somalia	-	Rural rehabilitation programme
Sudan	-	Area development programme
Thailand	-	Economic and social development plan
Togo	-	Reducing poverty by teaching basic skills
Viet Nam	-	Multisectoral poverty study
	-	United Nations poverty report
Zambia	-	Social sector rehabilitation and development

Employment and sustainable livelihoods

Belarus	-	Job-creation project
Bhutan	-	Human resources development
Chad	-	Support for entrepreneurs
El Salvador	-	Small farmer project
Guinea	-	Private sector development
India	-	Jute industry programme
Kenya	-	Employment for disabled persons
Libya	-	Job creation for economically disadvantaged orphan youth
Madagascar	-	Fish production in rice fields
Mexico	-	Supporting small and medium-size enterprises
Namibia	-	Sustainable fish production
Sierra Leone	-	Rural roads project
Tanzania	-	Integrated fisheries development programme
TCDC	-	Technology transfer in rural agricultural development
	-	Assistance to economies in transition
	-	Small enterprise development and employment generation
Venezuela	-	Employment-generation programme

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Gender

Algeria - Participation of women in development
Argentina - Assisting low-income mothers and children
Cambodia - Expanding economic opportunities for women
Ecuador - Community self-help and promotion of women
Ghana - Enhancing opportunities for women
Madagascar - Training women for productive jobs
Moldova - Curbing violence against women
Mozambique - Help for women entrepreneurs
Nepal - Enterprises for women to support tourism
Turkey - Participation of women in national development

Environment

Global/regional

Tumen area development project
Hidrovia waterway project
Mediterranean environmental programme
Support for protection of ozone layer (40 countries)
Convention to combat desertification
South Asia cooperation on energy, water sharing and toxic waste
Support to Barbados programme of action
Coastal zone management - Red Sea
Protecting the Arctic eco-system
Establishment of international network on small hydro power

National

China - Sustainable Development Network (SDN) programme
Costa Rica - Forest protection
Cuba - New technology for processing waste for swine feed
Democratic Peoples Republic of Korea Technology for energy expansion
India - Ozone project
Jordan - Improving forest and range management
Madagascar - Fighting highland soil erosion
Panama - Tropical forest action plan
Republic of Korea Integrated pest management
Tuvalu - Water storage and conservation
Uganda - Community water supply programme
Venezuela - Sustainable development of renewable natural resources

Initiatives on governance (Human rights, electoral process)

Chad - Support to electoral process
Ecuador - Educating army on human rights
Haiti - Support to governance development
Kyrgyzstan - Election support
Mozambique - Peace fund
- Support to first election
Nicaragua - Community participation to promote democracy
Papua New Guinea - UNDP role in governance
Rwanda - Rehabilitation of judiciary
Tanzania - Support to elections
Viet Nam - Conceptualizing public administration reform and mobilizing resources
Zambia - Decentralization programme

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Addendum

MAIN PROGRAMME RECORD

CONTENTS

		Paragraphs	Page
I.	PROGRAMME RESOURCES	1 - 5	4
II.	COUNTRY AND INTERCOUNTRY PROGRAMMES	6 - 215	4
	A. Regional Bureau for Africa	6 - 35	4
	B. Regional Bureau for Asia and the Pacific	36 - 87	10
	C. Regional Bureau for Arab States	88 - 117	20
	D. Regional Bureau for Europe and the Commonwealth of Independent States	118 - 134	25
	E. Regional Bureau for Latin America and the Caribbean	135 - 177	29
	F. Global and interregional programmes	178 - 215	37
III.	SPECIAL PROGRAMME RESOURCES	216 - 236	42
IV.	FUNDS ADMINISTERED BY THE UNITED NATIONS DEVELOPMENT PROGRAMME	237 - 303	46
	A. United Nations Capital Development Fund	237 - 243	46
	B. United Nations Revolving Fund for Natural Resources Exploration	244 - 245	48
	C. United Nations Fund for Science and Technology	246 - 248	48
	D. United Nations Fund for Women	249 - 258	49
	E. United Nations Volunteers	259 - 275	51
	F. Sustainable development funds	276 - 303	54
	1. Office to Combat Desertification and Drought	277 - 283	54
	2. Global Environmental Facility	284 - 289	56
	3. Trust Fund for the Interim Multilateral Fund under the Montreal Protocol	290 - 295	57
	4. CAPACITY 21	296 - 303	58

CONTENTS (continued)

	Paragraphs	Page
V. OTHER MAJOR FUNDS AND PROGRAMMES	304 - 325	60
A. Technical Cooperation among Developing Countries .	304 - 318	60
B. Programme of Assistance to the Palestinian People	319 - 325	63

I. PROGRAMME RESOURCES

1. The total resources of the United Nations Development Programme (UNDP) for the fifth programming cycle (1992-1996) are estimated at approximately $8.2 billion, significantly above both the original and revised earmarkings of about $7.5 billion. This reflects a significant increase in cost-sharing and trust funds to a level of about $3.2 billion. Contributions to UNDP core resources are estimated at $4.7 billion, still much lower than the originally projected level of $6.3 billion, which was foreseen under Governing Council decision 90/34, in which the Council called for an 8 per cent annual increase during the fifth programming cycle. Miscellaneous income is estimated at $0.2 billion.

2. In addition, it is estimated that the administered funds of UNDP (the United Nations Capital Development Fund (UNCDF), the United Nations Development Fund for Women (UNIFEM), the United Nations Volunteers (UNV), the United Nations Fund for Science and Technology, the United Nations Revolving Fund for National Resources Exploration (UNRFNRE), the Office to Combat Desertification and Drought (UNSO) and the Energy Account) will receive a total of about $375 million in core and earmarked funding during the fifth cycle.

3. Based on the pledges received by March 1996 and taking into account estimates of contributions from countries that have been unable to announce pledges so far, 1996 voluntary contributions to the core resources of UNDP are expected to amount to around $900 million. This level is below the 1995 total.

4. Of the members of the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD/DAC) donor countries that have made pledges so far for 1996, Japan and the Netherlands have announced increases in their contributions, while Denmark, Germany, Norway, Sweden, Switzerland, the United Kingdom, Belgium, Australia and Spain have maintained their 1996 contributions at the levels of the previous year. Among the smaller DAC countries, New Zealand and Portugal have provided substantial increases. Contributions from the United States and France for 1996 are estimated to be lower than for the previous year.

5. Several programme countries increased their contributions for 1996 substantially. They include Andorra, Benin, Costa Rica, Czech Republic, Honduras, India, Mauritania, Namibia, the Philippines, Republic of Korea, Romania, Turkey and Viet Nam. A number of programme countries, some of which are experiencing severe economic problems, have resumed their support to UNDP, including Djibouti, Kenya, Nicaragua, Niger, Sudan, Ukraine, Yemen and Zambia. It is also noteworthy that Slovenia made a pledge to UNDP for the first time.

II. COUNTRY AND INTERCOUNTRY PROGRAMMES

A. Regional Bureau for Africa (REA)

6. The Africa region continues to be characterized generally by low rates of growth and economic deterioration in terms of trade, investment, transfer of

technology and access to global arrangements. Yet, there is great diversity. Several countries have been able to stabilize deteriorating fiscal and monetary trends and to experience successive annual positive rates of growth. Others continue to experience economic decline, while still others remain in conflict. The incidence of poverty continues to rise, with Africa expected to be the only continent with the majority of the world's poor in the early years of the next century. Thirty-three out of the 47 least developed countries are in Africa.

7. Systemic problems arising from environment degradation, cyclical drought, the HIV-AIDS epidemic and political and ethnic conflicts have notably altered the perceptions and responses of UNDP to the development needs in the region. As outlined below, RBA has sought to refocus and retool its efforts to address this fluid context of change, especially with regard to countries in special humanitarian circumstances.

8. In its support for African development, UNDP focuses on indigenous capacity-building and utilization to enable African countries to manage their own development. In collaboration with Africa's development partners, it helps them to define their development goals, strategies and policies and to find resources to attain them. The economic situation in Africa is critical and in recognition of this, the Secretary-General has introduced the United Nations System-wide Special Initiative for Africa, coordinated by the Administrator and the Executive Secretary of the Economic Commission for Africa (ECA). It is hoped that this new initiative will re-energize the United Nations New Agenda for the Development of Africa in the 1990s (NADAF) by focusing on determined priority areas of Africa that have not received sufficient attention.

9. Capacity-building for sustainable human development. Capacity-building is central to the UNDP development strategy and the organization has provided support for the formulation of national capacity-building programmes for economic management in several countries. These programmes cover essential functions, including policy analysis, planning, programming, budgeting, statistics, debt management and decentralization. Three recent examples are the programmes in Ethiopia, the Gambia and Lesotho. In Lesotho, the Grass-roots Initiative Support project (GRISP), launched in 1991, helped to train 948 village district council members in project planning, management and implementation. In Ethiopia and the Gambia, UNDP helped to train several staff of line ministries in various aspects of policy formulation and implementation. In addition, the organization supports specific initiatives on capacity-building such as the African Capacity-Building Initiative (ACBI), the National Long-Term Perspective Studies Programme (NLTPS) and the national technical cooperation assessment and programmes (NATCAP) exercise.

10. African Capacity-Building Initiative. Launched jointly in 1990 by UNDP, the World Bank and the African Development Bank, ACBI aims at assisting Governments in building and utilizing national capacities, mainly for economic management. The Initiative is managed by the African Capacity-Building Foundation (ACBF), based in Harare. Donors have pledged $86.9 million, of which $35.5 million had been received by late 1994. As of late 1995, the ACBF had initiated 26 projects in 18 countries for a total commitment of roughly $60 million. In some cases, assistance is provided for setting up new economic policy units; in others, to support existing institutions. Among the most

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successful projects is assistance provided to the Master's Programme in Economic under the aegis of the African Economic Research Consortium. Through this programme, ACBF is supporting graduate training in economic policy analysis and management in 20 universities. At the beginning of 1996, six new projects were approved aimed at strengthening the policy analysis and economic management capacity of government agencies and central banks.

11. A UNDP evaluation report of January 1995 concluded that: the programme suffers from serious institutional weaknesses; it is not well known in Africa; project disbursement has been low; continuity of policy is hampered by frequent staff turnover, including the Executive Secretary; and overall results have been below expectation. Even before the evaluation report, a new management team had already embarked on a restructuring exercise. The implementation strategy is being reviewed with a view to addressing the institutional weaknesses and increasing significantly the rate of project disbursement. A multi-donor evaluation of the programme is under preparation.

12. National Long-Term Perspective Studies. Introduced in 1991, the NLTPS, commonly known as "African Futures", aim at helping African countries define national priorities and enhance strategic thinking and planning in order to guide their development over a 25-year time horizon. The exercise is under way in several countries and many more have plans for introducing it. It has been completed in Côte d'Ivoire and Mauritius while significant advances have been made in Cape Verde, Gabon, Guinea Bissau, Madagascar and Zambia. Where it has been completed, the countries now have long-term strategic plans that map out the path of development leading to the scenario foreseen for the end of the year. For instance, in Mauritius "Vision 2020" spells out such a path leading to a totally re-oriented Mauritius economy in the year 2020.

13. National technical cooperation assessment and programmes. More than 30 countries participate in this exercise. Many have completed the first phase and now have a comprehensive technical cooperation data base and a technical cooperation policy framework paper. Some have finished the second phase, which requires the preparation of a technical cooperation programme that makes it possible to incorporate technical cooperation resources into overall budget planning.

14. To strengthen capacity-building further, and in the light of concerns about cost-effectiveness in the use of technical cooperation resources, UNDP has dramatically reduced the number of long-term international experts and has enhanced the application of national expertise in its cooperation with Governments and other partners. A policy of reducing long-term overseas training is also being implemented. In-country and in-region training of a shorter-term nature is being actively promoted.

15. Governance. UNDP supports Africa's efforts to establish systems of government that are transparent and accountable and that meet all the other criteria of good governance. In the context of the World Bank-led Special Programme of Assistance to Africa, UNDP, as chair of the Civil Service Reform Working Group, coordinated the preparation in 1995 of "Guiding Principles on Civil Service Reform in Africa". It is hoped that this document will henceforth form the cornerstone for donor support for civil service reform in the region.

16. Working closely with the Electoral Assistance Division (EAD) of the United Nations Secretariat, UNDP has provided assistance in the various stages of the electoral process in over 30 countries. In Mozambique, for example, it formed a special elections team that trained 8,000 registration agents, 16,000 civic education agents, 52,000 polling station officers and 2,000 electoral officers. As a result, the country registered 6.3 million voters, with an 80 per cent turnout on polling day. UNDP also provided technical cooperation for the reform of the judiciary system in Benin and assisted in parliamentary elections in that country.

17. Poverty eradication and civil society empowerment. Poverty eradication is the key element in most country programmes in Africa, with concern now going well beyond income poverty to the more fundamental question of access to basic services and power structures. In 1995, numerous sub-Saharan African countries, with UNDP assistance and the collaboration of other United Nations specialized agencies and bilateral partners, embarked upon the identification and formulation of comprehensive cross-sectoral poverty eradication programmes, taking an essentially participatory approach. In Malawi, UNDP continued to provide support to the Government in its elaboration of a poverty alleviation policy. In Zimbabwe, as part of implementing the social mobilization strategy under the poverty alleviation action plan, the Government, with the support of UNDP, held workshops at eight provincial capitals to discuss the initiative with civil servants, non-governmental organizations (NGOs) and other members of organizations working at the provincial level. UNDP also assisted the Government of Togo in its preparation of a national programme on poverty alleviation, which, together with the national capacity-building programme for economic management, will be presented to a round-table conference of donors in 1996. Similar initiatives are under way in some other countries including Burkina Faso, Côte d'Ivoire and Ghana.

18. Follow-up to international conferences. RBA sponsored the participation of policy makers, NGOs and women's groups at the Fourth World Conference on Women in Beijing in 1995. Technical support and resources were provided for the preparation of national reports in over 25 countries. This provided the impetus for a publication on trends in the status of women in Africa.

19. Gender in development. RBA launched several initiatives during the year to facilitate women's participation in development. There was also a shift from the concept of women-in-development to that of gender-in-development, the latter taking more fully into account the interdependence of women and men as defined by their relationships, roles and responsibilities. Workshops were organized in 18 countries to sensitize planners, policy makers and other groups to the concept of gender in development as well as to give greater national focus to issues of gender. Two videos on Burkina Faso and Zambia were an important tool for disseminating such information.

20. In collaboration with UNIFEM, UNDP launched a programme called "Strengthening Gender and Development Capacity in Africa" designed to develop an integrated strategy for mainstreaming gender in African development planning and programming. Support was provided to key African institutions, including the Organization of African Unity (OAU), the African Institute for Economic Development and Planning (IDEP), the Council for the Development of Social

Science Research (CODESRIA), Pan-African Institute for Development (PAID), for strengthening their capacity in gender policy analysis and programming. Such support includes the training of trainers in gender analysis, developing training modules, research methodologies, and establishing a framework for incorporating gender concerns into all their programmes. At IDEP for example, sensitization meetings were organized for middle-level planners from the region.

21. RBA, in collaboration with other regional bureaux, held two workshops on women-in-conflict situations and one on the leadership role of women in Africa, which brought together the experiences of women from Kenya, Mali, Senegal, South Africa and Uganda. As an outcome of the latter workshop, a directory (with names of 360 individuals drawn from a broad cross-section worldwide), entitled "Gender and development information network", has been prepared to facilitate the dissemination of information and to encourage networking. A process for linking this directory with the Internet has already begun.

22. Employment and sustainable livelihoods. The year 1995 marked the beginning of renewed emphasis on the generation of private-sector initiatives in Africa, with a focus on small and medium enterprise development. Under ongoing initiatives, including the Africa Project Development Facility and the African Management Services Company, UNDP organized several sensitization meetings with African entrepreneurs. In collaboration with other agencies, UNDP held two regional forums, in Botswana and Cameroon, which led to two subregional initiatives in East and West Africa. Furthermore, support was given to a business forum during the African-American Summit in Senegal, the African Development Bank meeting in Nigeria, a private sector forum in Sierra Leone, a business/environment meeting in Tanzania and the Francophone Business Summit in Benin.

23. Significant progress was made in the UNDP-funded EMPRETEC entrepreneurship programme, which was first introduced in Latin America and later extended to Africa. In 1995, RBA initiated action to regionalize this programme in Africa so as to enhance intercountry networking.

24. HIV/AIDS and development. Through its network of country offices and in partnership with agencies and institutions within and outside the United Nations system, UNDP has facilitated the development of various initiatives, such as national networks on ethics, law and HIV, the networks of African people living with HIV and AIDS and the Partnership Programme to Enhance National Capacity. These initiatives have helped to analyse and respond to the psychological, social and economic determinants and consequences of the HIV epidemic. An evaluation of the link between HIV/AIDS and development undertaken in 1995 concluded that UNDP has broken important ground in raising awareness of the epidemic and helping to address its economic consequences.

25. UNDP supports programmes on HIV/AIDS in several countries. Of particular note is Uganda, where UNDP has assisted the Government since 1992 in combating the spread of AIDS by supporting community-based, income-generating activities and vocational training for those at risk. By the end of 1995, a total of 116 micro-projects from 20 districts had been supported and school fees for about 3,500 orphans provided. The micro-projects initiatives are now an integral component of the recently launched programme support and implementation

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arrangements of the Uganda HIV/AIDS Prevention and Development Programme supported by UNDP.

26. Special development assistance. Working closely with the United Nations Department of Humanitarian Affairs and the Office of the United Nations High Commissioner for Refugees, UNDP has supported various efforts aimed at national and regional reconciliation, the reintegration of refugees, the reconstruction of war-torn communities and the demobilization of soldiers and reintegration of ex-soldiers into civil society. UNDP extended their development assistance in complex emergency situations during the year to several countries, including Angola, Burundi, Ethiopia, Liberia, Mozambique, Rwanda and Sierra Leone.

27. In Angola, the country office was strengthened to enhance the coordination of relief, rehabilitation and development programmes and projects initiated by the United Nations system. In Mozambique, after the closure of the United Nations Office for Humanitarian Assistance Coordination, the Resident Representative/Resident Coordinator took over this responsibility. In Rwanda, UNDP initiated a programme to strengthen the judiciary and the reintegration of returnees and the displaced persons.

28. Environment and natural resources management. UNDP supported a wide range of environmental programmes involving the development of national environmental action plans (NEAPs) and laws, and emergency actions to mitigate the effects of Rwandese refugees in eastern Zaire and additional resources for environmental support were mobilized through both UNSO and GEF activities. Six new GEF projects were approved during the year, bringing the total commitment to $7.5 million. Helping Botswana and Zaire to comply with the regulations of the United Nations Convention on Climate Change, facilitating the adoption of renewable energy sources by the private sector in Ghana and Uganda, and assisting in the establishment of highly participatory and decentralized approaches to natural resource management in the Central African Republic and the Comoros Islands. In the same vein, CAPACITY 21 has supported decentralization, with pilot testing of district level NEAP implementation being undertaken in six districts in Malawi. CAPACITY 21 has also provided support for Sustainable Human Development (SHD) and desertification strategies for various countries.

29. Efforts to raise the capacity of UNDP national offices and government focal points to develop and manage these activities constituted key development in 1995. This has been achieved by ensuring that all country offices now have either sustainable development advisers or environmental focal points and that they can exchange their experiences on issues of environmental management via the sustainable development computer network.

30. Resource mobilization. The key UNDP mechanism for policy dialogue and resource mobilization is the round-table process. During 1995, UNDP organized round-table meetings for Angola, Burkina Faso, Gambia, Lesotho, Namibia, Rwanda and Seychelles. In addition, sectoral round-table meetings were convened in Benin, Burkina Faso, Cape Verde, Mali and Niger. The round-table meetings for Angola and Namibia emphasized resource mobilization as well as the traditional policy dialogue. Moreover, the latter also included private sector and NGO participation, thereby departing from the practice of restricting participation

to the Government and donors only. The results were encouraging. For example, in the case of Angola, total pledges made at the round-table meeting and follow-up consultations amounted to over $1 billion, while $630 million was pledged for Rwanda at the round-table meeting, an amount that rose to $1.2 billion with additional pledges at follow-up activities.

31. Aid coordination. Aid coordination within the United Nations specialized agencies was facilitated through monthly heads of agency meetings at the country level. In Mozambique, at the request of the Government and some bilateral donors, UNDP established a new pooling arrangement format for multi-donor collaboration to increase the harmonization of donor procedures, to enable the untying of aid and concentrate activities into the framework of UNDP projects.

32. Centres of experimentation. Three centres of experimentation were launched late in 1995 in Mali, Zimbabwe and Cameroon with a view to enhancing the impact of UNDP-supported programmes and testing innovative approaches to programme management, coordination and service delivery. Their operations will be reviewed in mid-1996.

33. Status of programme implementation. Over 10 countries conducted mid-term reviews of their programmes in 1995. The regional programme was also reviewed.

34. National execution. Of the 184 new projects valued at $120.7 million that were approved in 1995, a total of 135, valued at $69.9 million, were nationally executed. This increases the proportion of nationally executed projects from 50 per cent in 1994 to 70 per cent in 1995. The switch to national execution has created challenges. Government procedures in project execution invariably differed from those of UNDP with the result that programme implementation was delayed.

35. Programme approach. In addition to key interventions made earlier, such as the integrated community-based AIDS programme in Central African Republic, Congo and Uganda, the programme approach was further strengthened in 1995 with the launching of major new programmes in several countries. For example, in Ethiopia this approach was applied to a number of programmes, including a national programme on agricultural development and one on disaster prevention, preparedness and mitigation. The programme approach, being new, also posed additional challenges, such as the need to establish a more extended participatory process among various countries and organizations, in applying this approach to the regional programme. This was often difficult to secure.

B. Regional Bureau for Asia and the Pacific (RBAP)

36. The Asia and Pacific region continues to experience dynamic rates of growth, with many countries having developed economic capacities that enable them to be active contributors to global and regional trade, investment, technology and other economic cooperation arrangements. At the same time, poverty continues to be the dominant issue in many of the countries, and the region as a whole is home to the majority of the world's poor. Rapid economic growth, poverty and population pressures have also converged to create

environmental degradation, as well as social inequities and tension, in various parts of Asia and the Pacific.

37. Parallel with these changes, new and responsive roles and relationships have emerged for UNDP in development cooperation in the region. These have been highlighted through the 19 mid-term reviews held in the region during 1995. Greater programme focus has been achieved through the closing of old projects, and a systematic clustering of ongoing initiatives within the framework of sustainable human development. Poverty eradication programme priorities have been given greater emphasis through recent intergovernmental global conferences. Specific directions can also be observed in the mechanisms used for technical cooperation, with the programme approach and national execution growing in strength in the region. At the same time, participatory approaches to programme formulation, management and impact analysis, have brought more non-governmental partners into such processes.

38. Inter-agency working groups have identified focus themes in several countries. Inter-agency discussions in India have identified four areas in gender as follow-up to the Fourth World Conference on Women: advocacy for the ninth development plan; influencing the 2001 Census exercise; supporting government and NGO efforts to implement the Platform for Action; and showcasing United Nations system best practices. A common approach to primary education has been adopted. Inter-agency task forces have also been set up in Indonesia, the Islamic Republic of Iran, Pakistan and the Philippines to follow up on a United Nations system response to poverty eradication and gender concerns. In Thailand, inter-agency groups have been set up on gender, decentralization for poverty eradication, children, environment, HIV/AIDS and disaster management.

39. All these changes have created new challenges and new opportunities. The summary below of programmes and activities undertaken during 1995 illustrates these efforts.

40. A total of 104 nationally executed programmes/projects were approved during the year for approximately $51 million. This represents 73 per cent of the total value of new projects approved during the year.

41. As estimated at the end of 1995, total fifth cycle (1992-1996) indicative planning figure (IPF) resources available to the region amounted to $1.3 billion. Cost-sharing contributions, Special Programme Resources (SPR), technical support services (TSS) and trust funds are expected to provide another $250 million over this period. Total estimated project expenditures for the period 1992-1995 amount to $1.1 billion.

42. Poverty eradication. United Nations system support to strengthen SHD in Thailand's eighth national plan has resulted in three studies contributed by the United Nations for use by the national subcommittees preparing the eighth plan (1997-2001). Set in the Thai context, they have: provided guidelines for a holistic approach to human development with targets and performance indicators; suggested ways and means to strengthen the development capacity of the Government for implementation; and described the steps to be taken to emphasize participation.

43. In October 1995, UNDP Viet Nam published a new report entitled "Poverty Elimination in Viet Nam", prepared in collaboration with the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF). Based on a socio-economic situational analysis of Viet Nam, it forms one component of UNDP follow-up to the World Summit on Social Development (WSSD), and constitutes a central input to the ongoing formulation of the UNDP programme note and country cooperation framework for Viet Nam. The report offers a broad policy and programme framework within which the Government, international donors and local communities can work together. It has deepened the dialogue and understanding of the underlying causes of poverty in Viet Nam, both locally as well as at the Consultative Group Meeting for Viet Nam, held in Paris, on 30 November 1995.

44. Strides in poverty eradication have been made in Mongolia. National poverty alleviation programme coordination mechanisms have been improved, and at the local level, staff have been trained in methodologies of social development and in computer and electronic communications. The Poverty Alleviation Fund has provided effective implementation of decentralized and participatory activities with its four complementary sub-funds for local development, women's development, social assistance and employment promotion. UNDP will finance projects through the Women's Development Fund, in particular to assist poor women to overcome structural and other barriers to full participation in the development process.

45. The reformulation of UNDP support to the Cambodian Resettlement and Reintegration (CARERE) programme culminated in the approval in November 1995 of a $40 million four-year Cambodian Area Rehabilitation and Regeneration project ($20.5 million will come from core funds and $19.5 million is expected from external sources). CARERE II is an experiment in the decentralized planning and financing of participatory rural development, aimed at eradicating poverty, strengthening civil society, promoting dialogue between the constituents of Cambodian society, and contributing to the spread and consolidation of social stability and peace throughout the country.

46. Support to the implementation of Indonesia's Poverty Alleviation Programme has resulted in a follow-up project that will test a model of community development for some of the poorest and remotest villages in Irian Jaya and Central Sulawesi. These activities will be implemented almost entirely by non-governmental organizations.

47. Joint Consultative Group on Policy (JCGP) support to the Poverty Alleviation Programme in South-west China resulted in $500,000 being mobilized from the International Fund for Agricultural Development (IFAD) as parallel funding for the programme. The donor process is being managed by UNDP Beijing. These funds will be used primarily for a revolving rural credit fund for 5,000 poor households in two targeted counties in Yunnan province. With UNDP assistance, a rural credit foundation has been established along the lines of the Grameen Bank for this purpose. The low-interest loans provided will be used for projects identified and implemented by the user-groups themselves. Technical expertise will be provided through roving groups of experts and community workers.

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48. Following up on the 1993 Action Plan for Immediate Rehabilitation and the Rehabilitation Steering Committee process, UNDP took the initiative to produce a first draft on the United Nations operational strategy for Afghanistan, in consultation with all United Nations agencies. The strategy focuses on community-based poverty eradication through four specific themes: human rights (including gender); social recovery; rural recovery; and urban recovery. The strategy will be finalized in early 1996.

49. Environment and natural resources. To support the sustainable use of biodiversity and forest resources in Bhutan, UNDP is working with the Government to prepare a national biodiversity conservation plan. Two proposals have emerged for CAPACITY 21 funding. They are intended to help to draw up national guidelines and to strengthen the capacity to prepare and implement forest management plans; and to build the institutional and human resource capability of the Government, organizations and local communities to plan and manage sustainable development and environmental programmes/projects.

50. Hosted by the Asian Development Bank in Manila, the Asia Least-Cost Greenhouse Gas Abatement Strategy project was officially launched in February 1995. The tripartite review of the regional GEF project on the Prevention and Management of Marine Pollution in East Asian Seas was held at the end of 1995. Given the usefulness of demonstration sites in China, the Philippines and the Malacca Straits, the possibility of more such sites being established in the coming year was discussed at the meeting.

51. The phasing-out of chlorofluorocarbons (CFCs) in the Indian foams sector has been spearheaded by agreements signed between the Government and UNDP, committing grant assistance of $1,755,000 from the Multilateral Fund of the Montreal Protocol by five leading private sector enterprises, which were selected as "beacons", allowing Indian manufacturers to apply newly developed CFC-free systems and gain the necessary experience for subsequent general phase-out. These efforts are also indicative of similar activities undertaken in China, Iran and Malaysia under the Montreal Protocol.

52. The national strategy on sustainable development of the Islamic Republic of Iran was submitted to the High Council on Environment, for acceptance by the Cabinet. A proposal for the reorganization of the Department of Environment has also been outlined, to be supported by UNDP.

53. A review of the GEF South Pacific Biodiversity Programme took place at the third meeting of the Technical and Management Advisory Group, held at the end of May 1995, in Vanuatu. The dilemma involved in establishing community-based conservation areas that would ensure both effectiveness and longer-term sustainability was a central debate at these sessions. A project addressing climate change issues was approved with a GEF budget of $2.44 million, based in Samoa.

54. Advancement of women and gender equality. UNDP is providing support to a recently launched review of the institutional capabilities of the Government of Bangladesh to mainstream gender issues in development planning and programming. The review will be completed by June 1996.

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55. A socio-economic survey on women leaders in Maldives was completed. Working closely with government and women leaders, the UNDP-sponsored study recommends specific measures for the further advancement of the role and socio-economic position of women in the country.

56. A programme exercise for the further introduction and integration of gender concerns into UNDP programme activities in India was undertaken during the year. New proposals include support to a proposed Indian Centre for Women in Politics, responding to the Constitutional amendment that accords local governance institutions statutory status and reserves a third of the seats for women. An International Trade Centre (ITC)/International Labour Organization (ILO)/UNDP programming mission in consultation with a large number of NGOs and women's groups has developed a draft project on a trade-related entrepreneurship assistance and development programme for women to develop and upgrade entrepreneurial skills among women in trade operations. External inputs of $750,000 are envisaged for this programme.

57. Grass-roots initiatives in Myanmar have been supported under the Human Development Initiative, which focuses on deprived rural communities participating in income-generation activities and training, and the expansion of opportunities for women and girls to participate actively in the economy.

58. A women's micro credit scheme for Samoa has been set up. A workshop designed to introduce start-up capital for women entrepreneurs in Upolu and Savaii islands was held in August 1995. This activity focused on improving the living standards of rural women through employment opportunity and training in business management. UNDP has provided the seed money for this initiative and other donors are expected to get involved. In this approach, IPF resources in Samoa will be used primarily as catalytic funding to attract additional resources for SHD activities in the country.

59. Governance and public institutions. Several large donor-supported projects are presently being finalized under the UNDP-supported national Public Administration Reform Programme in Viet Nam. Cooperation from the Danish International Development Agency (DANIDA) and the Swedish International Development Agency (SIDA), Germany and the Netherlands, as well as World Bank assistance for training activities is envisaged under this programme. The November 1995 in-depth evaluation mission concluded that success in the mobilization of external resources for its implementation can be attributed directly to efforts by the project secretariat and UNDP Viet Nam to bring together Government and donors in support of a well-organized conceptual framework. UNDP has also initiated the formulation of three new projects aimed at strengthening key governance institutions in the country: the National Assembly, the court system and the procuracy system.

60. UNDP-World Bank policy studies, initiated in May 1995, underscore a major research endeavour for the better understanding of corporate governance issues and structures necessary for China's rapidly changing State-owned enterprise sector. The study reviews the corporate policies of six of China's largest such enterprises in Shanghai, Liaoing and Heilongjiang, with the focus on: (a) property rights; (b) ownership and control; (c) welfare liability; and (d) management practices.

61. UNDP was requested by the Government of Papua New Guinea to be the lead donor in supporting the introduction and implementation of the country's emerging decentralized governance system, which includes a project in decentralized financial management as well as support in establishing an enhanced national planning system. Furthermore, the inter-agency report for reconstruction and rehabilitation in Bougainville was endorsed by the Government. The Cabinet has also requested UNDP to coordinate donor inputs and mobilize resources to assist in monitoring the implementation of the reconstruction programme and to establish a programme management office in Bougainville.

62. As part of its policy-level support for good governance and South-South cooperation, UNDP Pakistan sponsored a mission to Malaysia, whose members included the Minister of State who heads the Institutional Reforms Group and the Special Assistant to the Prime Minister on Social Sectors. The purpose of the mission was to study the administrative reforms and development process in Malaysia, particularly in the context of improvements in the social services delivery system and to identify opportunities for South-South collaboration and support in this area. A paper entitled "Managing Change for Development: The Malaysian Experience", was commissioned by UNDP Malaysia for the mission.

63. Regional cooperation. Three historic agreements to develop the Tumen River Economic Development Area were signed on 6 December 1995 at the United Nations in New York, by senior officials of the Governments of China, the Democratic People's Republic of Korea, Mongolia, the Republic of Korea and Russia, in the presence of the Administrator. This marked the culmination of a three-year process of diplomacy facilitated by UNDP. Two agreements established the first intergovernmental organizations for development in North-east Asia, and the third put in place an institution for environmental cooperation. Trade and investment in the area has increased, including nearly $1 billion for industrial projects, and infrastructure has been improved in a collaborative manner. The role of UNDP in supporting the implementation of plans for institutional development and environmental protection was further affirmed.

64. The Forum for the Comprehensive Development of Indochina was provided with further impetus during the year, with the first working committee for human resources development meeting on 12 to 13 October 1995. A second, revised compendium of projects is being undertaken by UNDP. A clustering of priorities was identified, with top priority being given to poverty eradication/rural development and economic management/public sector reform. France, as chair of the working committee, announced that it was studying the possibility of contributing to the initial phase and welcomed additional contributions from other donors, possibly in a consortium framework.

65. UNDP hosted a regional development cooperation meeting, with the Government of Malaysia, on 28 to 29 March 1995 in Kuala Lumpur, which brought together partners in technical cooperation from approximately 50 countries. At the meeting, emerging regional development issues of common concern were discussed; shared priorities were established; the role of different partners and mechanisms for multi-country cooperation were identified and recognized; and the fifth regional Programme for Asia and the Pacific was reviewed. The keynote address was delivered by the Prime Minister of Malaysia, and the high-level

segment was also attended by former Prime Ministers from Papua New Guinea and the Philippines.

66. Poverty eradication was included in the central deliberations of the third Environment and Development Ministerial Conference for Asia and the Pacific. UNDP was one of the co-sponsors of this first region-wide ministerial follow-up to the United Nations Conference on Environment and Development (UNCED), held on 22 to 28 November 1995, in Bangkok. The topic of poverty eradication, as well as the cross-cutting issues of gender and technology, were central to the debate and follow-up process.

67. Long-term UNDP cooperation culminated in the agreement of all four Governments involved for the sustainable development of the Mekong River Basin signed by senior Ministers of Cambodia, Laos, Thailand and Viet Nam, at a signing ceremony presided over by the Prime Minister of Thailand, in Chiang Rai on 5 to 6 April 1995. The new Commission formally replaced the Mekong Secretariat in April. Measures have been launched with UNDP assistance to update and significantly improve the Basin Development Plan for the coming years.

68. The impact of socio-economic and fiscal policies on poverty eradication in South Asia was the subject of a macro policy analysis workshop from 9 to 12 October, conducted by the South Asia subregional Poverty Alleviation Programme. The programme has piloted social mobilization projects in selected districts; and brought senior government officials, UNDP and NGOs together to discuss policies relating to food security, social services, jobs and access to land, credit and markets. The setting-up of high-level advisory committees in each South Asian Association for Regional Cooperation (SAARC) country to evaluate the impact of existing macroeconomic policies on vulnerable groups was proposed.

69. Resource mobilization and outreach. Enhanced effectiveness and coordination of development cooperation provided the underlying principle for resource mobilization, advocacy and outreach activities throughout the year. The following provide an illustration of these endeavours.

70. A UNDP-organized Stockholm donor briefing on Afghanistan, 1 to 2 June 1995, was hosted by the Government of Sweden and brought together 70-80 multilateral and bilateral donor agencies, United Nations organizations and NGOs, for a briefing on the prevailing situation in the country. The occasion helped focus the donor community's attention on the relationship between ongoing humanitarian assistance and longer-term rehabilitation and development efforts, and collaboration needed to ensure effective programme support and impact. Two new Trust Funds for a total of $2.4 million and a cost-sharing agreement with Norway for $400,000 were signed during 1995.

71. A journalists seminar in Nepal and China was arranged by UNDP, involving a team of senior journalists from leading international media. The team visited the two countries to experience first-hand the positive impact of UNDP work at the country level. The media reports resulting from these visits, which have appeared both in the international press as well as in a number of local and

regional media, have highlighted the efforts and involvement of the people of Nepal and China in the development process.

72. The Bhutan round-table meeting was held on 17 January 1995 and was attended by 34 donors. The sessions resulted in pledges amounting to $65 million. Non-core contributions received during 1995 included:

(a) The amount of $2.5 million for the Unexploded Ordnances Trust Fund in Laos;

(b) A total of $7.7 million recently confirmed by the Netherlands, Norway, Sweden, the United Kingdom and the European Union as support to the various UNDP-funded projects in Afghanistan, channelled through cost-sharing agreements, trust funds and parallel financing;

(c) Switzerland and the Netherlands contributed $2.5 million and $1.5 million respectively, to bring the principal amount of the Bhutan Trust Fund for Environmental Conservation to $16 million;

(d) Consultations with representatives of Germany, Japan, Switzerland and the United States, with the Government, and the International Civil Aviation Organization (ICAO), the United Nations Environment Programme (UNEP) and UNICEF have led to concrete pledges of cost-sharing contributions or parallel financing amounting to $3 million for projects in Indonesia in support of the decentralization and modernization of urban management;

(e) New arrangements with Australia for the energy-environment programme will result in an additional amount of more than $2 million in cost-sharing for these activities;

(f) Efforts have also been undertaken with the Danish International Development Agency (DANIDA) and the World Bank to revise funding arrangements that would result in two new trust fund agreements for the water and sanitation programme.

73. Resource mobilization/constituency-building missions to Australia, Japan and New Zealand were carried out by senior staff from headquarters and country offices. Wide-ranging discussions were held with Governments, development professionals, academics, private sector and civil society partners. Follow-up to these discussions is being pursued in concrete country contexts. Among other efforts, joint thematic initiatives are envisaged with Japan in selected countries.

74. A follow-up meeting to the Laos round-table meeting was hosted by the Government on 5 to 6 October, in Vientiane, and indicated a growing sense of national ownership of the round-table process. The Government presented its socio-economic development plan and public investment programme for 1996-2000. It is the first time that such a medium-term planning exercise has been executed by the Government. Other follow-up actions include energy and road sector reviews and the formulation of a human resources development policy framework.

75. NetNam, the local computer network, has emerged as the centre for electronic information-sharing in Viet Nam. UNDP continues to play the lead role in developing and promoting information and knowledge sharing via NetNam, which is accessed by local and donor groups in the country. This has further strengthened the key role and value-added aspect of UNDP Viet Nam in supporting the Government in the area of aid coordination and management.

76. As part of the innovation introduced in the Consultative Group for the Philippines, intensive preparatory consultations were conducted among government agencies, local donors and representatives from NGOs. This provided a forum for developing a common understanding of the two issues tabled: poverty alleviation and public expenditure management. In recognition of the substantive experience of the United Nations system in social sector development, UNDP co-chaired with the World Bank, and also led the working group on poverty alleviation. As a follow-up, the Government has requested UNDP to convene an expanded core group on poverty alleviation to discuss the critical issues that emerged and to support pragmatic policy and programme efforts in this field.

77. Successor programming arrangements and preparatory activity. SHD situation analyses are being carried out in the South Pacific Islands. To date they have been completed for Samoa and Vanuatu, are under way for Kiribati, Marshall Islands and Tuvalu, and will be initiated and completed in the first quarter of 1996 for the Federated States of Micronesia, Fiji, Palau, Solomon Islands and Tonga. These exercises are seen as an important feature of the programming process for the next cycle.

78. Numerous other initiatives have been supported in this field: Nepal and Sri Lanka have completed SHD situation analyses in the lead-up to successor programming; a project has been proposed to provide technical cooperation to Laos to formulate an SHD indicator system; the Harvard Institute for International Development examined Myanmar's Human Development Initiative (HDI) in January 1995; a similar mission was launched for Viet Nam in support of government efforts to follow up on the World Summit on Social Development; discussions have been held in Indonesia on carrying out its SHD situation analysis in January 1996; and in Bangladesh, UNDP presented a set of disaggregated human development indicators to be used in the next country programme, as a frame for analysis and action; and earlier this year, Fiji completed an extensive analysis of the statistical indicators available to measure SHD.

79. China undertook a series of TSS-1 studies during the year. Under the aegis of the Ministry of Labour, UNDP and ILO hosted a policy seminar to discuss the findings of the TSS-1 study on occupational health and safety in China. It is expected that this TSS-1 study will help to raise donor funds to support the efforts of the Government in this area. Similarly, a TSS-1 study on the management and financing of technological change in an evolving market economy was prepared and a workshop held on 28 September.

80. SHD sensitivity analysis methodology has been refined and applied in the UNDP programme of activities in India. The application of this methodology during the course of the year has resulted in the review of 48 ongoing projects/programmes and led to the identification of strategies to improve their

SHD content. Further refinements that use quantitative data and minimize subjectivity have taken place. A compendium of SHD profiles is also being finalized accordingly.

81. Complex development situations. Under the lead of the Government, UNDP and UNICEF jointly helped to establish an Unexploded Ordnances (UXO) Trust Fund in Laos, which received more than $2.5 million in firm pledges and actual commitments by the end of 1995. A new $400,000 UNDP project will help establish a UXO Unit within the Ministry of Labour and Social Welfare and fund an essential baseline socio-economic impact survey. As UXO denies cultivable land to the country's rural poor (who account for half of the population), UNDP will plan integrated rural development activities in concert with UXO clearance and community awareness-raising activities.

82. With substantial assistance from UNDP, the Five-Year Strategy for the Cambodian Mine Action Centre was finalized and presented to the steering committee of donors and Government in October. The strategy is the first attempt in Cambodia to integrate de-mining into wider national development plans to ensure maximum development benefit for landless populations and integrated approaches to rural development in terms of population resettlement, agricultural production, and reduction in casualty rates.

83. Follow-up to international conferences. UNDP took the lead with the United Nations system in organizing a national seminar on United Nations Global Conferences in Bangladesh, in collaboration with the Ministry of Foreign Affairs and the Bangladesh Institute of International and Strategic Studies. The seminar will employ innovative facilitation techniques to identify and reach agreement on priority implementation strategies, as an integrated follow-up to the global mandates and Plans of Action of the Fourth World Conference on Women, the International Conference on Population and Development, UNCED and WSSD.

84. UNDP in Nepal has been requested to provide guidance in the formative stage of two ministries established as a result of international conferences: the Ministry of Women and Social Welfare and the Ministry of Population and Environment. The assistance will focus on institutional development, including clarification of their roles and functions.

85. Action-oriented follow-up to the Fourth World Conference on Women is under discussion with respective Governments. In India, for example, a series of information-sharing seminars have been co-financed by UNDP. In Mongolia, the national preparatory committee for the Conference has become the Permanent National Committee on Women's Issues and UNDP is supporting its efforts to increase public awareness.

86. In September 1995, UNDP and the Ministry of Health and Social Welfare jointly organized a national conference as a follow-up to WSSD in Sri Lanka, to focus in on commitments at the country level. This was followed by a workshop in December on the Fourth World Conference on Women, resulting in a national plan of action for the country.

87. A programme on employment and sustainable livelihoods translates the WSSD mandates into local concerns in the Pacific Islands. While recognizing the

importance of the formal and urban sectors, particular attention is focused on potential opportunities and constraints in the informal, rural and subsistence sectors. In Fiji, analysis of SHD indicators is being followed by analysis of a recent household income and expenditure survey, which will culminate in a poverty study. Similar work in Tonga will lead to a dialogue with the Government on the definition of poverty. UNDP continues to work closely with other United Nations agencies through the task force system and with regional organizations such as the Forum Secretariat and the South Pacific Commission.

C. Regional Bureau for Arab States (RBAS)

88. Important developments in and around the region opened new developmental opportunities and exacerbated developmental challenges facing the Arab States. Trying to grasp this new reality and with the intention to map out options for UNDP, the Regional Bureau for Arab States conducted a strategic planning workshop in March 1995, which identified as the five top developmental targets in the region: governance; high rate of population growth; scarcity of water; sustainable livelihood (with special emphasis on poverty eradication, creation of employment and protection of the environment); and diversified economic growth. The workshop also suggested an operational reorientation of UNDP in the region, to include: greater concentration on technical cooperation to Governments in capacity-building for policy/strategy analysis and planning; introduction of the programme approach in country and regional programming; fund-raising and fund management; and greater effort in programme coordination at the country level. The workshop has stimulated discussion in the Bureau and at the country office, the level aimed at building new understanding and renewing many important partnerships in the region. These included the reinvigorated contacts with the League of Arab States, the Economic and Social Commission for Western Asia and the Economic Commission for Africa.

89. Special situations, including security, sanctions and emergencies facing a number of Arab countries, created for UNDP country offices and UNDP Resident Representatives especially challenging circumstances for programme development and programme delivery. Nevertheless, 80 per cent of all country and regional funds were committed as of the end of November 1995.

90. Of newly approved projects and programmes in 1995, almost 50 per cent are nationally executed. The RBAS GEF Unit developed and obtained approval for 14 projects (including six under the GEF Project Development Facility). Their value, as approved by GEF, is $5.8 million, with a further $8 million pending approval.

91. Seven mid-term country programme reviews were conducted (Djibouti, Jordan, Kuwait, Morocco, Sudan, Syria, Yemen) with stress on SHD operationalization in the specific country situations being highlighted in their conclusions and recommendations.

92. The preparation of the country strategy notes (CSNs) was advanced in 11 countries: Algeria, Djibouti, Egypt, Jordan, Lebanon, Libya, Morocco, Sudan, Syria, Tunisia and Yemen. Efforts to strengthen coordination of the United Nations system in support of the developmental priorities of Sudan culminated in

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1995 with the production of a draft CSN. The CSN, entitled "Partnership towards sustainable human development", represents the first step in a process that will enable the United Nations system in Sudan to improve the planning and coordination of their respective contributions to the country's development over the coming years.

93. Operationalization of SHD. SHD as the focus of UNDP programming was introduced to the region when the majority of programme resources had already been programmed; nevertheless, many countries actively pursued the goal of introducing the SHD concept in programming. This was possible through highlighting the SHD elements in the approved projects and refocusing others as well as by using the remaining indicative planning figure (IPF) and SPR resources. In collaboration with the Government of Egypt, the UNDP office continued to consolidate and further elaborate its programme of SHD through two major initiatives: (a) the preparation of the second national human development report and (b) the platform for monitoring and evaluation for all the Governorates of Egypt. This last programme was signed at a ceremony which brought together all Governors of Egypt, under the auspices of the Minister of Local Administration. It comes as a follow-up to the endorsement by the Governors of Egypt of the platform for action initiated by the publication of the first national human development report, which disaggregated the human development index (HDI) to the Governorate levels, pointing to regional disparities in development achievement levels.

94. In Tunisia, UNDP is finalizing a programme to be financed through an Italian trust fund that will support SHD activities for the benefit of the rural poor. In Algeria, Morocco and Tunisia, UNDP has agreed to assist the Governments to formulate policies on employment and job creation together with other activities in the area of governance.

95. In Lebanon, UNDP has undertaken a two-pronged initiative since early 1995 for operationalizing SHD through: (a) mobilizing partnerships around the concept and approaches related to SHD and (b) developing an SHD profile for Lebanon. The profile is intended to lead to the formulation of a national human development strategy and to the identification of the main lines of action leading to the formation of social and environmental capital. In October 1995, the first SHD workshop was held in Beirut. It brought together more than 66 resource persons and development specialists from various ministries, civil society, and United Nations specialized agencies. The workshop focused on analysing SHD in the Lebanese context and addressed different aspects of the process of its operationalization.

96. In 1995, owing to the generally low level of IPF resources and their almost full commitment in many countries, the programming for SHD was boosted by an SPR allocation to the Bureau of $1 million. A total of 10 country initiatives were launched with the majority of them aimed at preparing national human development reports, situation analyses and/or country profiles. In addition, the Bureau made a decision to use the full 1995-1996 TSS-1 allocation to enhance SHD operationalization, with the focus on poverty elimination. These country-level activities were enhanced by the regional programme of support to the national efforts in SHD operationalization. Under this programme, a workshop was organized in May 1995 to share the experience of Egypt in producing a country

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human development report. Ten countries in the region participated: Bahrain, Djibouti, Iraq, Jordan, Lebanon, Morocco, Qatar, Sudan, Tunisia, United Arab Emirates as well as the occupied territories of Palestine. Other activities in the framework of this regional programme included the identification, organization and networking of UNDP partners in SHD in Iraq, Jordan, Lebanon and Yemen.

97. Tunisia and Morocco are pilot countries in the Sustainable Development Networking Programme and with UNDP assistance, both countries are taking the necessary steps to enable the countries of the region to take advantage of the established SHD reference centres and Development Watch (an initiative to collect, analyse and disseminate data for decision-making by policy makers at the country level).

98. An important regional programming exercise was conducted for the Mediterranean Environment Technical Assistance Programme (METAP) with the active involvement of the Bureau and CAPACITY 21 and in cooperation with the World Bank, the European Investment Bank and the European Union. In a country-driven exercise, a portfolio of national and regional-level activities was developed, totalling $80 million, with the focus on capacity-building and investment-preparation projects. Substantial cost-sharing on a multilateral and bilateral basis is expected.

99. Community-based activities and cooperation with NGOs. UNDP continued its community-based programmes in Somalia under very uncertain political conditions. Although a set-back occurred when activities were suspended in the south, preparations were under way for activities in other, relatively secure areas. UNDP continues to alleviate poverty and hardships in Somalia with a special emphasis on vulnerable groups. Assistance ranges from small-credit, agricultural-extension activities, education and health to the labour-intensive rehabilitation of basic community infrastructure, where security conditions permit.

100. Area development schemes (ADS) remain the key development effort of the country programme in Sudan. The ADS was highlighted by UNDP at WSSD as one of 13 examples of UNDP-assisted SHD efforts addressing poverty. In this context, an assessment of the ADS impact, begun in mid-1995 and ending early in 1996, is of great interest to UNDP in view of its direct implication for other areas in Sudan.

101. In Syria, UNDP continued to support a technical assistance programme for agricultural investment in the southern region. This programme is based in the rural areas of Syria and aims at raising the standards of living of rural populations through increasing agricultural production and creating other income-generating activities, with a particularly strong component for improving the status of women. Most recently, the Government of Norway extended financial support to the programme ($200,000), which will be utilized exclusively for supporting women's activities.

102. UNDP funded a study of NGOs in Djibouti in 1995. It concluded, inter alia, that the number and capacity of NGOs in Djibouti are limited; there is a need for developmental approaches that imply the fullest participation of people;

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there is scope for better definition of the role that NGOs can play in Djibouti; and there exists potential for stronger links among NGOs, between NGOs and the Government, between NGOs and other donors.

103. Support to macroeconomic reform and governance. Support to macroeconomic reform constitutes one of the three concentration areas of the current country programme for Sudan. However, it was only in 1995, after consultations among the Government, UNDP and the International Monetary Fund (IMF), that the first significant UNDP project in this field was approved. The fiscal and tax reform issues that will be tackled represent part of a wider range of measures that Sudan has undertaken and will undertake to improve its economic management.

104. UNDP provides technical support to economic reform programmes in Yemen through a package of projects developed and approved mostly in 1995. The package includes assistance to the five-year economic plan, privatization, support to Yemen Free Trade Zones and assistance for economic and financial management.

105. UNDP is assisting Tunisia and Morocco to take full advantage of the respective agreements signed by them with the European Union. They aim to create free trade zones in the two countries with the objective of boosting their economies and positively influencing their social development.

106. UNDP efforts towards supporting the programme of economic revitalization of the Government of Lebanon continued to gain momentum in 1995. The UNDP programme of fiscal reform and administration was substantially revised to incorporate additional cost-sharing from the Government, which brought the total project budget to over $3 million. The programme is being implemented by IMF, together with the United Nations Office of Project Services and the United Nations Conference on Trade and Development.

107. The ongoing UNDP programme of support to administrative rehabilitation in Lebanon also continued to show positive results. During 1995, UNDP extended institution-building support to the Office of the Minister of State for Administrative Reform by setting up a technical cooperation unit (TCU) and an institutional development unit. The former project is currently being revised to expand the role of the technical cooperation unit to cover the coordination of technical cooperation assistance in addition to the implementation of programmes that fall under the country's national administrative rehabilitation programme. This latest revision will bring up the total budget of the project, through Government cost-sharing, to over $3 million.

108. Resource mobilization. An inter-agency mission to Djibouti (April 1994) was instrumental in highlighting the plight of the country and the need for international assistance. Based on the recommendations of the mission, UNDP committed $200,000 to foster consensus on key policy reforms and long-term development strategies. This led to the formulation of a comprehensive national economic reform programme. As a result, the World Bank resumed negotiations with Djibouti and IMF designed a one-year stabilization plan to be submitted to its Board in early 1996.

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109. In Morocco, a sectoral round-table meeting on drinking water with the participation of donors was successfully organized under the auspices of UNDP and the Government. Several donors have expressed their interest in assisting the Government to implement the master plan that has been formulated with UNDP funding.

110. International conferences: the Fourth World Conference on Women, WSSD and the Amman Economic Summit. UNDP was actively involved, through both financial assistance and technical cooperation, in regional and national preparations leading up to WSSD and the Fourth World Conference on Women.

111. Activities for WSSD centred on strengthening the dialogue between Governments and civil society in, e.g., Egypt, Lebanon, Morocco and Tunisia. A workshop for regional NGOs was supported at the Summit itself in Copenhagen.

112. At the regional level, and in collaboration with the Economic and Social Commission for Western Asia (ESCWA), UNDP supported and participated in the Arab NGO meeting and the official Arab regional preparatory meeting for the Fourth World Conference on Women, which took place in Amman, Jordan from 3 to 10 November. It resulted in the adoption of an Arab NGO report and an Arab Plan of Action for the Advancement of Women to the Year 2000. Furthermore, UNDP organized in collaboration with ESCWA and UNFPA a regional workshop on lobbying skills for Beijing (Lebanon, July 1995) and with the European Union and the United Nations Development Fund for Women (UNIFEM) a regional NGO preparatory workshop for Beijing (Jordan, July 1995). Both workshops were critical in terms of strengthening the participation of Arab women at the Fourth World Conference on Women.

113. At the national level, UNDP supported, inter alia, the work of national committees and contributed to the finalization of national plans of action for presentation at the Fourth World Conference on Women. Other initiatives supported by UNDP at the national level include a workshop in the United Arab Emirates on the Arab family in a changing society and a series of mini-workshops on Arab society in the twenty-first century; in Iraq, a workshop on Iraqi women in the twenty-first century; in Djibouti, a seminar on the contribution of women to socio-economic development; in Somalia, a workshop on preparations for Beijing, which resulted in the formation of SWAND, a national umbrella NGO, which served as the main representational body for Somali women in Beijing; and, in Lebanon, a series of publicity campaigns.

114. Djibouti has been active in spelling out the elements of a strategy for post-WSSD country-level work. It is because the developmental needs of the country are not matched by the resources, internal or external, available to address them, that the WSSD follow-up strategy promises to act as a focal point for the debate on policy and operational priorities and resource allocation and mobilization, with potential for impact beyond the framework of the UNDP programme in Djibouti over the next few years.

115. Complex development situations. During 1995, UNDP Lebanon continued to extend support to the Government's national programme for the reintegration and rehabilitation of displaced populations. The UNDP programme ($1 million) provides a mechanism for facilitating the reintegration of the estimated 450,000

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displaced persons in their communities. It supports local communities by addressing their basic health and education needs and, more importantly, it provides for the reconstruction of low-income housing and the provision of training for income-generating projects. The programme makes extensive use of national United Nations Volunteers (UNV) specialists, a modality promoted in Lebanon and now replicated by UNV in other countries.

116. Following the armed conflict of May to July 1994 in Yemen and the substantive damage caused, particularly in the southern governorates, the Resident Representative/Resident Coordinator was requested by the Government to coordinate relief assistance to the country. UNDP played a leading role, together with the Department of Humanitarian Affairs, in formulating a consolidated appeal for Yemen and later formulated a large programme to restore the basic services of water and sanitation to the war-affected areas in the south within the context of and in close coordination with another medium-long-term programme to develop national management capacities in the water sector. In 1995, a number of technical missions in the area of disaster management were undertaken to Yemen and a project document was formulated to help to establish a national authority for disaster management and preparedness.

117. Centres of experimentation. In the framework of UNDP initiatives in decentralization, RBAS nominated UNDP Egypt as a centre of experimentation. A number of missions and training events were held during the latter half of 1995, preparing the country office for its changed role. In addition, RBAS launched an added-value experiment with cooperation of the country office in Cairo and the Division for Administrative and Information Services (DAIS). A communication link was established with the use of Internet that promises to improve considerably the way in which programmes and projects are developed in UNDP by bringing on-line into this process RBAS, the Bureau for Programme Policy and Support, the Division for Resources Mobilization and the Office of Evaluation and Strategic Planning as well as outside experts.

D. Regional Bureau for Europe and the Commonwealth of Independent States (RBEC)

118. The transition process from centrally planned systems to market economies that the countries in Eastern Europe and the Commonwealth of Independent States region are presently undergoing has been accompanied by very high social costs that became even more noticeable during 1995. The majority of the countries in the region have experienced a sharp decline in aggregate incomes since 1990, and continue to experience decreasing growth rates. Poverty has become one of the dominant issues of the region, with some countries experiencing a rise in poverty of more than 25. At the same time, the explosion of ethnic conflicts in the region creates an obstacle to the consolidation of the newly independent States, and has led to a proliferation in the number of refugees and internally displaced persons.

119. During 1995 UNDP strengthened its role in the Eastern Europe and Commonwealth of Independent States region by approving 12 country programmes and under the overarching theme of SHD, focusing on six priority themes: environment; democracy, governance and participation; small and medium

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enterprises; aid coordination; gender in development. Despite the continuing shortage of both human and financial resources for the region, UNDP launched new initiatives in areas such as management capacity-building in new modalities of development cooperation, in strengthening the democratization process, and in regional cooperation and security. A technical cooperation among developing countries (TCDC) dialogue between Latin America and Eastern Europe and the Commonwealth of Independent States was successfully established for the exchange of experience on new development cooperation modalities. Sustainable human development priorities have been given greater emphasis through the development of national human development reports in 22 countries, which have successfully introduced the concept of sustainable human development. The summary below of programmes and activities undertaken during 1995 illustrates these efforts.

120. In December 1995, a UNDP mission to Bosnia and Herzegovina drew up the Standard Basic Assistance Agreement, which was signed as a precondition for the opening of a UNDP office in the country. At its first regular session in 1996, the Executive Board adopted a decision recommending at least $5 million to be programmed in Bosnia and Herzegovina for assistance to this war-torn country.

121. National human development reports. In late 1994, RBEC supported the preparation of national human development reports in 21 countries of its region. The aim of this initiative was to assess the cost of the transition to market-oriented economies not only in terms of economic efficiency but more importantly in terms of its impact on human development in these countries. The reports were published in May 1995 and constitute the most comprehensive reports available on the economic, social and human development conditions in the countries. They have successfully introduced the concept of sustainable human development to the countries in transition, and have gathered much useful data and statistics disaggregated by region, gender, age and ethnic groups.

122. In each of the countries, the report was prepared by a national team in the national language and then translated into English. The teams consisted of distinguished individuals from governmental institutions, NGOs, academia, etc. The reports have received wide support and attracted the attention of many policy makers in the region as well as national and international development institutions. Preparations are now under way for the second round of reports, which will draw on the experiences of each country and will also facilitate a dialogue on poverty eradication.

123. Gender in development. Using SPR funds and IPF resources, RBEC initiated the establishment in 1994 of gender and development units in all countries of the region. With the support of these units, RBEC launched an intensive effort to prepare the Governments and the NGOs in the region for their active and full participation in the Fourth World Conference on Women, held in Beijing in August/September 1995 as well as in the parallel NGO meeting. This involved a number of preparatory meetings and advisory services for the development of national and regional strategies. The single largest effort, however, was the organization of the Beijing Express - a train that started in Warsaw and arrived eight days later in Beijing. The train provided an opportunity for more than 200 women (from Governments and NGOs) from the region to attend the Conference. The eight-day trip provided time to prepare the participants for the Conference and to expose them to the latest techniques in conflict resolution,

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democratization and leadership skills, empowerment activities, computer and English language training. The opportunities for networking were also significant. The train, which was funded by a number of donor Governments, UNDP, NGOs and the private sector, brought high visibility to UNDP as well as recognition for its very positive contribution to the Conference. As a result of this initiative, UNDP has gained a strong constituency among the gender-related NGOs in the region who, with UNDP support, are actively engaged in organizing follow-up activities.

124. Resource mobilization. During 1995, cost-sharing budgets for national regional projects in the RBEC region amounted to a total of $19 million, including new cost-sharing contributions of $10 million. This figure represents an increase of over 300 per cent from 1994. Among the major donors were Austria, Japan, the Netherlands, Switzerland and the Nordic countries. In addition, Management Services Agreements for over $55 million were approved to support the health reform process in Turkey (with funding from the World Bank), and $2 million for gender in development in Albania (with funding from the Government of Italy).

125. During 1995, Consultative Group meetings took place for Azerbaijan, the Former Yugoslav Republic of Macedonia, Kazakstan and Kyrgyzstan. In November, the World Bank and UNDP also successfully organized and co-chaired the second local consultative group meeting for Kyrgyzstan in close cooperation with the Government. The local consultative group discussed the national environmental action plan as well as the evaluation of a technical assistance and technical cooperation policy paper, which had been prepared by the Government with assistance from UNDP.

126. In December 1995, UNDP organized with the World Bank a workshop on World Bank/UNDP experience with co-financing modalities. One of the purposes of the seminar was to familiarize World Bank staff with the support capacity in UNDP for speeding up and strengthening national development initiatives that benefit from capital and technical cooperation flows. The seminar was attended by the resident representatives and national programme officers of the region. A follow-up workshop will be organized in the second quarter of 1996.

127. Technical cooperation among developing countries. A workshop on new modalities in development cooperation was organized in St. Petersburg, Russia, in June 1995 to establish a TCDC-type dialogue and exchange of experience between Latin America, the Commonwealth of Independent States and Eastern Europe in the areas of aid management, national execution modalities, and improved efficiency in dealing with international financial institutions. The workshop was organized as a follow-up to the first preparatory workshop, which took place in May 1995 in Buenos Aires and was hosted by the Government of Argentina. The Saint Petersburg workshop was attended by the resident representatives of the region, representatives of the Governments of the countries of the region as well as government officials and resident representatives from five Latin American countries. A set of recommendations outlining how to use the Latin American experience in the Eastern Europe and the Commonwealth of Independent States context was adopted.

128. Environment. With the support of UNDP, the Interstate Council for the Aral Sea (ICAS) organized the Nukus Conference on the sustainable development of the Aral Sea Basin States in September 1995. At this conference, the Central Asian Heads of State signed the Nukus Declaration to renew efforts at combating the Aral Sea environmental crisis. The Declaration reinforced national and regional support for the three interregional institutions - ICAS, the Sustainable Development Commission and the International Fund for the Aral Sea, which were established in 1993 in an effort to improve the coordination of inter-State and international activities aimed at addressing the multisectoral consequences of the Aral Sea crisis. The Conference highlighted the Aral Sea crisis as one of the gravest ecological and human disasters in the world, affecting some 35 million people living in the Aral Sea Basin, an area which covers nearly 700,000 square kilometres of Central Asia. The Conference aimed to reinforce and deepen international commitment to the problems of the Aral Sea Basin States, by bringing together representatives of concerned Governments, multilateral organizations and NGOs to form a broad-based coalition for the support of future partnerships and cooperation activities. The Conference, which drew international attention to the Aral Sea crisis, is expected to accelerate the implementation of the rehabilitation programmes. On this occasion, the international organizations, which contribute to the programmes addressing the crisis, further solidified their cooperation in order to improve the effectiveness of their support. UNDP has taken the lead in capacity-development efforts within the framework of the jointly managed UNDP/World Bank/United Nations Environment Programme (UNEP) $200 million multi-year Programme.

129. Regional cooperation. In the summer of 1994, UNDP and the five countries of Central Asia - Kazakstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan - initiated a process of discussions to identify issues of common interest in the Central Asian region, leading in June of 1995 to the first Central Asian conference on regional cooperation, held at Lake Issyk-Kul in Kyrgyzstan. Through this process of discussion, the five Central Asian republics, with the assistance of UNDP, decided to address the three principal issues affecting all five countries: (a) economic and social development and regional cooperation; (b) demographic issues, including migration and displaced persons; and (c) environmental concerns and natural disasters. The conference became the first of a series, collectively known as the Standing Conference on Sustainable Development of the Central Asian Republics and became a milestone in the process of regional cooperation. This was also the first meeting where the five Central Asian republics, with the support of UNDP, acknowledged a shared responsibility for their common problems and a shared will to overcome them. A collective agenda is in the process of definition, one in which the common thread is to be sustainable development. UNDP supported the courageous first step in what the peoples of Central Asia hope will be a successful process of development and democratization.

130. Aid coordination. A major UNDP regional training programme on building national capacities for aid management was launched in 1995 in 15 countries of Eastern Europe and the Commonwealth of Independent States. The programme will last three years and is supported financially by the Governments of Austria and Japan.

131. The main focus of the UNDP programme is an integrated approach towards human resources development within the public sector with a special emphasis on the personnel of aid management departments, aid coordination and project implementation units as well as on the staff of line/sectoral ministries and national banks. Particular attention is being paid to the training of local trainers and consultants as well as to the development and improvement of the specific expertise necessary for managing foreign assistance efficiently.

132. The first intensive training courses held in 1995 provided country-tailored training in strategy development, financing, donor procedures, managerial and communication skills, etc. The UNDP programme provides the latest techniques in management and learning and integrates a people-centred approach, focused on individual growth with a system-oriented approach, placing the individual manager within the specific conditions of an aid-management system.

133. Through in-country and on-the-job training, the UNDP programme is aiming at the successful and cost-effective training and retraining of large groups of public sector employees in Eastern Europe and the Commonwealth of Independent States and the creation of sustainable local capacities for aid management.

134. Democracy, governance and participation. RBEC is implementing a regional programme to support the strengthening of democracy, governance and participation. The programme covers both regional and country-specific activities and includes such issues as: Democratization, e.g., strengthening parliamentary institutions (Georgia, Moldova and Russian Federation), sound governance, strengthening government agencies (including civil service reform); human rights, in particular technical cooperation in forming Ombudsman-type institutions, and support to the establishment of human rights protection institutions (e.g., Centre for Human Rights in Latvia, and the Centre for the Rights of the Child and for the Protection of Women's Rights in Moldova); support to the electoral process (through its field network, UNDP has assisted the Electoral Assistance Unit in the electoral processes in Azerbaijan and Kyrgyzstan) and the promotion of civil society, grass-roots organizations and NGOs. The needs of vulnerable groups, such as a community-based response to HIV/AIDS, are also addressed within the framework of this regional programme.

E. Regional Bureau for Latin America and the Caribbean

135. UNDP-supported programmes and initiatives in Latin America and the Caribbean in 1995 were largely within the areas of (a) governance; (b) support for peace processes; (c) social reform and development/follow-up to WSSD; and (d) environment and management of natural resources. UNDP emphasized a twofold approach in these major areas - first to foment debate and ideas; second, to fund and implement programmes.

136. In the area of governance, activities were undertaken in public sector reform and management, as well as the advancement of human rights, strengthening of democratic institutions, promotion of partnerships between government and civil society, and consensus-building. With respect to the activities traditionally categorized under governance, UNDP was successful in convoking national leaders and policy makers to deliberate collectively on governance

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issues. The intention of these high profile regional meetings was to stimulate governmental reforms aimed at obtaining more equitable economic growth and to bridge the wide social disparities existing in Latin America. Ongoing activities also included the streamlining of national bureaucracies and the rationalization of governmental processes, with special efforts to decentralize the state apparatus in various countries.

137. RBLAC work in the war-torn societies of El Salvador and Guatemala, as well as in Haiti and Nicaragua, were examples of the key role in United Nations-assisted peace processes in the region. UNDP has shown a particular capacity to assemble widely disparate sectors of society and to build the consensus required to launch programmes for both immediate relief and to obtain long-term sustainable development objectives. UNDP work in these countries was instrumental in commencing the establishment of the institutions fundamental to a democratic society. UNDP coordinated the work of government, civil society, United Nations specialized agencies and special missions, and the international donor community. In Nicaragua, UNDP has played a lead role in the work of the support group of donor countries. In Guatemala, UNDP is coordinating the support for the peace process.

138. RBLAC supported social reform and the goals of WSSD through regional governance initiatives and assistance to specific national programmes for employment creation and poverty eradication. UNDP advocated SHD in the region through high-profile events and ongoing dialogue with government counterparts. In some cases, this led to the creation of government organizations dedicated exclusively to the promotion of SHD. Country offices provided valuable assistance to Governments and civil society organizations in preparing for their participation in WSSD, and to follow up on the decisions taken in Copenhagen.

139. Various countries in the region prepared national human development reports, thus making available data that can be used in social policy formulation and in the design of SHD programmes. Governments in other countries are preparing such reports in 1996. Among the purposes of these reports are to provide disaggregated data to enable policy makers to target the most vulnerable groups.

140. In the area of environment and natural resources, RBLAC country offices continued to advocate the incorporation of environmental issues in country programming. Integrated programmes were developed, combining institution-building, agriculture and the conservation of natural resources. These also incorporated innovative participatory mechanisms and decentralization of functions from central government authorities. Country offices persevered in their support of government activities aimed at honouring commitments to international environmental agreements and follow-up to the United Nations Conference on Environment and Development (UNCED).

141. Governance. In 1995, RBLAC continued its close cooperation with the Management Development and Governance Division (MDGD) in promoting national and regional governance initiatives. Among the latter was the conference on governance and development held in Santiago, Chile, in September 1995. At that conference, national leaders reached consensus on the need for regional cooperation for the consolidation of democratic systems. It was agreed that

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this would be achieved through the modernization of political processes by promoting wider participation, establishing mechanisms for communication between government and civil society, and the reform of electoral legislation. The leaders also agreed on the need to modernize executive and legislative branches, enabling the latter to represent the plurality of society. Judicial reform was seen as a critical step to overcome arbitrariness and impunity.

142. Agreements for follow-up actions included mechanisms for the exchange of experiences and analyses of common problems. Study groups on specific issues are to be established. Horizontal cooperation will be undertaken through direct consultancies and training programmes for government officials.

143. At the conference, the President of Chile declared democratic governance to be the central theme on the agenda in the upcoming Ibero-American Summit of Presidents, also to be held in Chile. At the request of the Government of Chile, UNDP will provide assistance for the organization and implementation of this conference.

144. Also with MDGD cooperation, RBLAC will publish two books. The first, entitled "Democracy, Markets and Equity", which is nearly completed, will provide the theoretical framework for national policy exercises in the area of governance. The second book is entitled "Governance in Latin America and the Caribbean on the Threshold of the Year 2000". It consists of a compilation of interviews with Heads of State, Foreign Ministers, eminent writers, religious and corporate leaders with a view to defining a comprehensive conceptual framework on governance.

145. In cooperation with the Economic Commission for Latin America and the Caribbean, two colloquia provided academics, experts and government officials from the Southern Core Common market (MERCOSUR) countries, Chile and Bolivia the opportunity to review their development policies. Ideas from these meetings are intended to contribute to a new generation of policies beyond traditional structural adjustment programmes. The aim is to balance the objectives of rigorous economic targets with equitable growth, promotion of human development and preservation of natural resources. A consensus on the new policies will be elaborated at the intergovernmental conference scheduled for mid-1996 in Brasilia.

146. A first draft of a proposal to establish a regional fund for governance programmes in Latin America is ready for deliberation and negotiation with Governments.

147. Peace processes. UNDP Guatemala consolidated its presence as facilitator and source of technical support for the efforts to achieve peace. Through consensus-building, dialogue, and perseverance, greater confidence was established among the different sectors of Guatemalan society, the credibility of the United Nations was enhanced, and the peace process was placed firmly on course for the signing of a definitive peace agreement.

148. Specifically, UNDP provided technical inputs and direct support to the Secretary-General and the United Nations moderator of the peace negotiations. The United Nations Human Rights Verification Mission in Guatemala (MINUGUA)/UNDP

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Joint Unit was created to oversee the institutional strengthening requirements of the Peace Accords on Human Rights and Indigenous Rights. UNDP involvement in the formulation and execution of programmes for the strengthening of the judicial sector and civil society institutions to promote human rights is acting as a catalyst for resource mobilization. UNDP presence has ensured that long-term capacity-building issues are fully considered in the design of development programmes. This is a uniquely successful experiment in cooperation between UNDP and the United Nations verification mission.

149. Also, UNDP was made responsible for the administration of all technical cooperation programmes in support of the implementation of the Peace Accord Concerning Displaced Persons. The programme for Sustainable Human Development at the Local Level was created as a means to combat poverty in the areas most affected by the war. On the basis of experiences and lessons gained from the Development Programme for Refugees, Returnees and Displaced Resources (PRODERE), this programme is supporting the implementation of the Accords at the local level and has achieved a high degree of cooperation between UNDP and the Inter-American Development Bank.

150. UNDP El Salvador provided priority support for the implementation of the commitments emanating from the Peace Accords through the mobilization of technical and financial resources. Efforts were directed to projects focused on the strengthening of nascent democratic institutions such as the Human Rights Ombudsman Office, the National Civilian Police and its training facility, and the Academy for Public Security. Technical cooperation also focused on judicial and electoral reform, and the economic reintegration of ex-combatants of both sides in the war.

151. Specifically, UNDP assistance contributed to the establishment of the National Civilian Police through the training of over 2,500 of its members and the provision of equipment and expertise. A strategic study and solutions were proposed for the long-term reinsertion of 30,000 families comprised of ex-combatants and communities in the formerly war-torn areas. The country office developed a programme to provide 2,000 basic housing units for the beneficiaries of the Land Transfer programme.

152. UNDP developed mechanisms for the coordination of donor efforts in El Salvador for reintegration, human rights, administration of justice, public security and electoral reform. In close cooperation with the United Nations Observer Mission in El Salvador (ONUSAL)/Good Offices Mission in El Salvador (MINUSAL) and United Nations specialized agencies, and government institutions, consensus was obtained that led to the formulation of 19 technical cooperation projects in support of peace consolidation activities. These were presented to the Consultative Group meeting that took place in June in Paris.

153. In Nicaragua, UNDP received special commendation from leading donor Governments for helping to form and coordinate a support group of major donor countries to assist Nicaragua in consolidating peace with development. UNDP has worked especially with the support group to resolve the crisis over property seized during the revolution.

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154. In Haiti, UNDP took the lead in coordinating all activities in the area of governance. Notable here was a programme for the reform and strengthening of the executive, legislative and judicial branches of government, which included extensive decentralization, reforms in the judicial system, the civilian police and penitentiary system. The Offices of the President and the Prime Minister have been directly supported by UNDP-coordinated programmes. Key institutions such as the Ministry of Planning and External Cooperation and the Ministry of Finance also have been assisted.

155. UNDP sought to incorporate civil society organizations (CSOs) and community-based organizations (CBOs). Assistance was provided for the establishment of a free press, an essential ingredient for the consolidation of a democratic society. A significant contribution to the elections was UNDP cooperation in the Civic Education programme which promoted participation in all the elections.

156. Through the intervention of RBLAC, the Government of Spain and UNDP established a new trust fund for Central America with an initial contribution from Spain of $11 million. Under the agreement, the Government of Spain has pledged to sustain contributions over several years. The fund will help to ensure lasting peace in the region through the promotion of democratic institutions and participatory governance. This will be achieved through support to institutional reforms and training in human rights. The fund will also support Central American Governments in their efforts to modernize educational systems and to promote economic growth and social cohesion through SHD.

157. International conferences: social reform and development/follow-up to the WSSD. The country offices in Argentina, Bolivia, Costa Rica, Paraguay and Venezuela have been instrumental in the completion of national human development reports. These reports will afford the Governments the means to examine development from the SHD perspective, and in the process to gain a deeper understanding of conditions in those countries. The reports are intended to guide the formulation of SHD programmes, targeting the most vulnerable and hitherto neglected segments of the population.

158. Paraguay prepared a national human development report from the perspective of gender and contributed to the participation of their representatives in the Fourth World Conference on Women. Bolivia prepared the first of three municipal reports for La Paz, Cochabamba and Santa Cruz, to be followed by a national report in 1996. Building on the successful Bolivian experience in preparing municipal reports, UNDP Bolivia drafted a project proposal for the preparation of a regional human development report, which will consolidate different national experiences and regional information from most countries in the region. The preparation of national human development reports is under way in Brazil, Chile and Uruguay.

159. At the invitation of the President of Bolivia, UNDP organized a seminar on the concepts and operationalization of SHD in Bolivia. The President participated in the seminar along with other senior government officials, including the Minister of Sustainable Development, the Minister of Human Development, and the Minister of Economic Development. The UNDP team was led by

a Senior Adviser to the Administrator and the Resident Representative/Resident Coordinator for Bolivia.

160. Other advocacy functions included the funding and participation in high-level regional meetings that discussed and formalized the commitment to the social sector, such as the Meeting of Ministers of the Group of Rio, which took place in May. This was followed by the Technical Meeting of the Group of Rio Experts (November 1995), in which cooperation arrangements in the area were prioritized.

161. Programming has also been directed towards facilitating dialogue and planning among various political parties, e.g., during the preparation of the education programme in Bolivia. Particular attention has been paid to the analysis and development of legislation pertaining to the viability and sustainability of CSOs. Studies on NGO legislation were carried out in eight countries and seminars were held in Argentina and Colombia to disseminate the findings. Finally, programme resources have been utilized on social sector studies and the creation of social programme data banks for purposes of monitoring, evaluation, and information dissemination on nationally successful social sector and poverty eradication efforts.

162. Poverty eradication. In 1995, the Government of Jamaica announced that poverty reduction would be its highest priority. By holding a poverty workshop and formulating a programme support document for poverty reduction, UNDP was instrumental in assisting the Government of Jamaica with the preparation of its poverty reduction strategy.

163. In November, the Government of Trinidad and Tobago officially identified the eradication of poverty and the facilitation of positive social change as its highest priority. In Trinidad and Tobago, UNDP supported a highly participatory and bottom-up approach for restructuring the delivery system of social services.

164. The Government of Guyana clearly recognized that poverty eradication must be an integral part of the national development strategy currently being finalized. In December 1995, UNDP and Guyanese officials signed an agreement aimed at the preparation and implementation of a national SHD initiative, which dovetails with the process of formulating a national development strategy. Direct UNDP technical cooperation in Guyana concentrated on improving the delivery and quality of social services. The focus on education, health and human settlements has yielded positive results for the beneficiaries of these projects.

165. Environment. A project was approved in Mexico to increase the participation of CSOs in the formulation of environmental policies and their follow-up. The project will support the institutional consolidation of CSOs, enabling them to become active partners with government institutions in policy formulation and implementation. One result will be increased access to SHD information by CSOs, an essential requisite for their participation. Mechanisms and channels of communication between CSOs and the Government will also be created.

166. An innovative component of the programme is the establishment of a Sustainable Development Network (SDN). Representatives from government institutions, academia, the private sector, NGOs, communication services, and United Nations specialized agencies have been working to define SDN services and technical requirements. CSOs are actively participating in the design of the environmental network to ensure that their needs as key users are met.

167. In line with the SHD concept, which encompasses both social and ecological aspects, ongoing projects in Brazil included: (a) assistance for the formulation of a national environmental plan; (b) institutional and policy support to the newly established Ministry of the Environment and Inter-Ministerial Commission for Sustainable Development - the latter will also assist the Government in complying with international environmental commitments; (c) a series of integrated projects emphasizing participatory approaches with large environmental components in vulnerable areas such as the Amazon, the North-East region, flood control in Rio, and depollution of the Guanabara area; (d) control of industrial pollution through a large cost-sharing project with the National Environmental Management Institute and support for the implementation of environmental accords (e.g., the Montreal Protocol); (e) innovative technological development for the environment, such as a gas turbine using biomass resources.

168. At the regional level, RBLAC continued to support the activities of the Latin America and Caribbean Commission on Environment and Development. The year 1995 was dedicated to the preparation of the report on the sustainable development of the Andean region. This report, jointly supported by IDB and the Andean Promotion Corporation, will be presented at the Hemispheric Summit in Santa Cruz, Bolivia, at the end of 1996.

169. The first year of the Global Environment Facility (GEF) Operational Phase (or GEF-I) was 1995. During that time, GEF approved 11 UNDP projects for funding in the Latin America and Caribbean region for a total of $15.35 million.

170. The principal aim of five of the approved projects is to enable countries to fulfil their commitments under the United Nations Framework Convention on Climate Change. Activities include an inventory of carbon emissions from biomass burning in Brazil, assessment of vulnerabilities to climate change in key ecosystems in Argentina, and development of mitigation strategies in Argentina, Costa Rica and Uruguay.

171. Three projects were approved to finance comprehensive initiatives promoting the protection of biodiversity in the Lake Titicaca basin, the Sarstun/Motagua region of Guatemala, and the Amazon basin. In the Titicaca and Guatemala projects, local stakeholders participate in designing and implementing activities to use biological resources sustainably in the buffer zones of, and corridors between, core areas of high biological diversity. Local NGOs are being strengthened as part of their participation in the implementation of the two projects.

172. The project in Amazonia promotes policy dialogue between members of the Amazon Cooperation Treaty (ACT) for the sustainable use of forest habitat and resources. To achieve the goal of effective biodiversity conservation within a

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rapidly expanding economic environment, the root causes of biodiversity loss and their relationship to national economic policies are being analyzed, and alternatives identified. This process benefits from high-quality information provided through rigorous research and a multilevel process of stakeholder participation, including consultations with grass-roots and indigenous groups, local and national government institutions and NGOs, the private sector and academic authorities from within the region and around the world.

173. RBLAC continued its active support for the implementation of GEF Pilot Phase projects. During the first months of 1995, the environment focal points of the country office were brought together in a three-day meeting in Mexico to learn about the new and emerging policies and procedures of GEF, as well as CAPACITY 21, the Montreal Protocol, and UNSO and the Desertification Convention.

174. Also, in early 1995, the GEF Pilot Phase directors of biodiversity protection projects throughout the region convened in Bogotá, Colombia, to participate in a workshop on achieving financial sustainability of biodiversity protection efforts. Project leaders from nine projects (Patagonia, the Eastern Wetlands of Uruguay, the Amazon Basin, the Colombian Choco, the Darien of Panama, Costa Rica, the coral reef of Belize, and selected areas of the coastal zones of the Dominican Republic and Cuba) met with representatives of the Harvard Institute for International Development to discuss the economic valuation of biodiversity and the development of economic instruments to generate resources for conservation and sustainable use. As a result of this workshop, five projects hired resource economists and developed financial strategies while the Harvard Institute provided on-site assistance in two others.

175. Resource mobilization. Given that core resources are insufficient to carry out ambitious, impact-oriented SHD programmes in the region, RBLAC has continued its strategy for resource mobilization. This strategy is linked to the provision of development services, allowing UNDP to maintain its relevance to government development programmes in the region. The RBLAC resource mobilization strategy continued its upward trend in 1995. The total fifth cycle non-core and approved resources are $2.815 billion, comprised of $2.617 billion non-core resources (93 per cent of total) and $198 million in approved indicative planning figure resources (7 per cent of total). Government cost-sharing resources, originating largely from loans from international financial institutions and Governments' own resources, have financed programmes in UNDP priority themes. As a result of the large cost-sharing resource base, administrative costs are below the 20 per cent target set for the region.

176. Approved cost-sharing resources, closely linked to the national execution modality, account for approximately 64.2 per cent of entire programme resources in the region; IPFs for 9.6 per cent; management services agreement for 11.4 per cent; and miscellaneous trust funds for 14.8 per cent. Country offices provided services in support of national execution that accelerated the delivery and fulfilment of programme outputs, thereby contributing to the achievement of development objectives. Efficiency in providing these services has created further demand for UNDP support to national execution and increased cost-sharing contributions.

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177. To ensure accountability and the efficient financial management of programmes in the national execution/cost-sharing environment, RBLAC developed an automated financial information management system. This system is being pilot-tested in RBLAC country offices and will eventually be adapted for use in all regions

F. Global and interregional programmes

178. Following reorganization in mid-1994, the Division for Global and Interregional Programmes was dissolved and the majority of its activities transferred to the new Science, Technology and the Private Sector Division (STAPSD). The new division is active in several programme areas, as noted in the following paragraphs.

179. HIV and development. The mandate of the HIV and Development Programme (HDP) includes increasing awareness of the development implications of the HIV epidemic and the strengthening of the capacity of countries to respond to the multiple consequences of the increasing infection observable world wide. HDP has continued to give high priority to strengthening country offices and to developing the capacity of resident representatives to mainstream HIV activities in key UNDP programming areas, including poverty eradication, sustainable livelihood and gender. Activities in support of networks on law, ethics and human rights in the Africa and Asia and Pacific regions have continued and a new legal and ethical network has been established for the Latin American and Caribbean region. Further efforts were made during the year to ensure that those affected by the epidemic were involved in HIV policy and programming in all regions.

180. A major step was taken in 1995 by the United Nations system in establishing the United Nations Joint and Co-sponsored Programme on HIV/AIDS (UNAIDS) to coordinate assistance to countries in their attempt to develop multisectoral HIV strategies. UNDP is one of the co-sponsors and HDP has played an active role over the past 12 months in the planning of UNAIDS. Work with the Civil-Military Alliance has continued in an attempt to strengthen relationships between military and civil populations in both developed and developing countries.

181. Strengthening national capacity to understand and respond to the epidemic has been an ongoing and important focus for the work of the programme. One element of this strategy has been to strengthen national capacity for applied socio-economic research on the epidemic in four African countries. This initiative was continued during 1995 with research teams constituted and research being undertaken in the four countries.

182. International Vaccine Institute. Within the framework of the Children's Vaccine Initiative, following a UNDP-sponsored feasibility study, the International Vaccine Institute is being created, with a focus on Asia, to strengthen the capacity of developing countries to realize the potential of vaccines.

183. The International Vaccine Institute seeks to assist countries to produce quality vaccines, ensure effective regulation of the production and use of

vaccines, conduct clinical trials and epidemiological surveillance, and selectively engage in and coordinate research and development for new and improved vaccines against diseases of particular concern to the region. By helping to develop needed human and institutional capability and by generating new resources, its programmes are intended to complement and support those of Governments and international bodies, such as the World Health Organization (WHO) and UNICEF. The Institute will work closely with national health authorities and institutions and promote public-private sector collaboration. Most importantly, through a network of collaboration with existing institutions and experts in developing countries, and links to outstanding vaccine scientists in developed countries, the Institute's mission is to contribute in a unique way to the global effort to save children's lives through immunization.

184. From an initial operating budget of $1.5 million in 1995, the Institute's budget is projected to reach about $15 million by 2000. The host country (the Republic of Korea) has committed to provide a significant portion of the Institute's operating budget. While research and development contracts and training courses are expected to add to the revenues of the Institute, funding support during the crucial early years will be needed from Governments, the private sector, funding agencies, and other sources. To ensure its long-term financial sustainability, the Institute intends to establish an endowment fund.

185. Water and sanitation. The UNDP-World Bank Water and Sanitation Programme is a collaborative initiative emerging from the International Drinking Water Supply and Sanitation Decade of the 1980s. By participating in activities in 28 countries, the Programme serves to strengthen national and local efforts to improve the access of poor people to safe water and sanitation.

186. The Programme is committed to its threefold strategy of working with partners to support sustainable investments, to build the capacity of Governments and people to develop and maintain systems and to exchange the knowledge cultivated in so doing.

187. During the early 1990s, a global consensus was reached by water and sanitation professionals that the way forward was to treat water as an economic good and that the management of systems should take place at the lowest appropriate level within the communities served. The Programme helped to shape these principles, refined its operational strategy accordingly, and began to structure projects to support investments by building capacity, treating water as an economic good, and employing demand-based approaches to involve stakeholders in selection, operation, and maintenance of systems.

188. The Programme has applied its experience and new approach in the preparation of investment projects in 17 countries, totalling close to $1 billion, primarily funded by the World Bank.

189. Capacity-building for sustainable water development. In 1991, UNDP organized with the International Institute for Hydraulic and Environmental Engineering in Delft a symposium on a strategy for water sector capacity building. The symposium led to the interregional capacity-building programme for sustainable water sector development. It articulated capacity-building as

the creation of an enabling environment with appropriate policy and legal frameworks, in particular, (a) institutional development, including community participation (especially women); and (b) human resources development and the strengthening of managerial systems.

190. STAPSD started the capacity-building programme in 1993 with $475,000 of TSS-1 funds. Following the Noordwijk Conference on Water and Environmental Sanitation in 1994, the Netherlands decided to support this programme through cost-sharing for a total of $1.2 million.

191. The Division supports both intra-sectoral and cross-sectoral capacity-building. It recognizes this as a long-term, continuing process that requires maximum participation by all stakeholders, such as government agencies, local authorities, NGOs, water-user groups, professional associations, academics and external support agencies. A water-sector assessment conducted by a committed group of national sector professionals is the preferred way of initiating the capacity-building process. External assistance is provided on demand.

192. The Division's aim is to insert capacity-building into existing and future programmes funded by national or external support agencies.

193. Demand for the Programme has surged over the past two years: 18 countries already participate or have expressed interest in its concept and approach. As of November 1995, three water-sector assessments have been completed in China, Bolivia and Peru. In another 15 countries, fact-finding missions have been undertaken. At the present time, it is anticipated that under the present Programme the following nines countries will proceed with either a national or regional water-sector assessment or a specific activity relating to legal or institutional reform: Costa Rica, Ghana, Laos, Lesotho, Mali, Mexico, Swaziland, Sudan and Viet Nam.

194. Sustainable food production. A number of research projects are making substantial progress in improving the productivity of staple food crops in developing countries and in reducing the need to utilize commercial synthetic pesticides. This is being done through collaboration between developing country agricultural scientists and extension personnel, farmer groups, international agricultural institutes, and in certain cases, with the assistance of specialists from the more developed world and from private corporations.

195. The largest beneficiaries are the rural and urban poor, whose nutrition has improved as a result of increased market supplies of staple food and lower food prices. The International Network for the Genetic Evaluation of Rice has been identified by collaborating countries as the single most important activity involving the International Rice Research Institute (IRRI). The project contributes to IRRI research on a rice plant with a novel architecture. Research is under way to introduce into this novel plant type genes that will provide resistance to serious insect pests and diseases.

196. UNDP-supported projects on tropical maize implemented by the International Centre for Maize and Wheat Improvement (CIMMYT), Mexico, are concerned with improving sustainable maize production by resource-poor farmers. The strategy includes developing maize that does not depend on high inputs of commercial

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fertilizers, pesticides and water. An important component of this research is the recent successful collaboration between CIMMYT and the private sector that has resulted in the introduction of new technology into this tropical maize research.

197. Substantial progress was also achieved in the breeding and testing of locally consumed bananas and plantains. Promising varieties from Honduras and other sources are being evaluated for resistance to Black Sigatoka disease (leaf spot) and Fusarium wilt disease in approximately 12 countries in Latin America, Africa and Asia through a network promoted by International Planned Genetics Research Institute (IPGRI). Results from the global testing indicate there is an enormous potential for improving production through the use of the new hybrids.

198. Global Technology Group. The Global Technology Group has placed great emphasis on the transfer and adaptation of leap-frogging technologies and deploying creative new options for sustainable livelihood.

199. About 40 projects were concluded with the valuable support in particular of international teams (such as the International Licensing Executive Society and the Recycling Congress) and active NGO interest (such as that of the International Society of Foundation Engineers Associations). Especially notable were: (a) a project in Nigeria to show how female mathematicians can develop careers and policy insight in both Government and academia by focusing on the linkages between advanced sciences, production technology and public policy; (b) a pilot TV series was launched in Costa Rica, Mexico and the Republic of Korea to test the relevance, financial feasibility and future sponsorship options for LDC showcases for businessmen and investors from the United States and the countries of the Organisation of Economic Cooperation and Development.

200. Several phases of a new enterprise development modality called "Catalysis" brought marketing expertise and technological innovations in production, packaging and exhibition of goods to small and medium enterprises in Colombia, Ghana and Uruguay.

201. Two key pilot activities were developed that signal major promise for the future. The first is a concept of integrating wastes as a resource deployment strategy (Eco-INWARDS) that is being elaborated by UNDP, the essential aim of which is to treat many forms of rural, municipal, medical and industrial wastes more productively and creatively for pure ecological preservation, eventual elimination of landfills and incinerators, better standards of living for the neighbouring poor areas, and the saving of valuable natural and man-made resources. Together with 17 global engineering associations and the Paris-based international association Metropolis, Eco-INWARDS is now shaping a new environmental consensus among many local and regional authorities in Africa and the mega-cities of Asia and Latin America.

202. The second promising activity is United Nations Flag Technologies, an initiative that singles out a technological breakthrough that can effectively contribute to realizing the value system that the United Nations embodies, such as sustainable environment. There is an expanding potential for UNDP to serve as a catalyst in bringing appropriate new technologies to the poor countries and

to their poorest sectors. The Global Technology Group has uncovered 1,150 such technologies, mainly in construction, medical equipment, waste management and food products. Technology transfer to at least nine LDCs has demonstrated how these Flag Technologies can play a pivotal role in generating employment, in enabling market-competitive, unique product development and in the eradication of poverty.

203. Training. Building on the UNDP-sponsored TRAIN-X course development and sharing programmes of its predecessor division, STAPSD supported the Office for Ocean Affairs and the Law of the Sea (OALOS) of the United Nations Secretariat in the creation of the Train-Sea-Coast Programme. Through a series of workshops and consultancies, the TRAIN-X methodology used by the International Civil Aviation Organization, the International Telecommunication Union and the United Nations Conference on Trade and Development has been applied to the field of coastal and ocean management. The first Train-Sea-Coast workshop trained course developers from nine countries and three course developers from United Nations organizations. Each country participant prepared two course modules over a period of two or three years, thus yielding a portfolio of 18 high-quality, self-contained course modules that can be exchanged between these countries through the sharing system.

204. The training programme to promote the implementation of the United Nations Framework Convention on Climate Change (UNFCCC) (CC:TRAIN) under the Global Environment Facility is aimed at helping Governments to fulfil their obligations under UNFCCC. The project, in the first phase, has been able to break new ground in developing a successful strategy for this, which will be applied to 17 countries in phase II.

205. Each country will end with the development of the country's national strategy for implementing the UNFCCC.

206. The second major output is the development of a global package of training and information materials, including a workshop package that has been developed according to the TRAIN-X methodology. It is thus in the form of a self-contained course package that can be easily transferred for delivery to a new group by new discussion leaders. It is hoped that this multiplier effect will yield increasing appreciation of the potential and limitations of the convention both within and outside the project.

207. Aquaculture. The International Network on Genetics in Aquaculture (INGA) is a country-driven collaborative research network. The Network is beginning to show results - over 10 intercountry fish exchanges took place in 1994/95. These fish exchanges will serve as the basis for parallel research activities according to commonly agreed-upon protocols. Using the INGA network, Ghana has developed the capacity to carry out genetic characterization of DNA from fish and has offered its expertise to other INGA members. In a similar spirit, the representative from the Philippine National Tilapia Breeding programme offered to share his experiences in a systematic way through the INGA network. The International Centre for Living Aquatic Resources Management (ICLARM) has organized a highly successful training programme in aquaculture genetics for its own staff plus the global project for genetic improvement of farmed tilapia

(GLO/90/016) collaborators and the INGA members. The donor community is supporting country activities related to INGA.

208. Private Sector Development Programme (PSDP). The following outcomes exemplify the work in this area. In the Occupied Palestinian Territories, a framework was designed that will enable the creation of industrial parks on the Gaza border through an initiative managed by the private sector, thus alleviating the severe unemployment in the area.

209. In Mongolia a programme was designed for restructuring and providing support to enterprises undertaken by newly privatized companies. Resources from bilateral donors were obtained to implement the programme.

210. In Poland and Slovakia, a project is being launched to develop new enterprises which utilize the assets of large State-owned organizations that have been difficult to privatize. The project is implemented in partnership with a private investment bank.

211. In Brazil, a public/private partnership in the form of a foundation with a commitment of $3 to $5 million in funding will be launched next year.

212. PSDP supported the implementation of programmes aimed at enterprise restructuring and enterprise strengthening in China and in Eastern Europe.

213. PSDP continues to support the efforts of the G77 Chambers of Commerce and Industry in the development and application of a computerized trade information network (TIN) to encourage South-South trade. With the support of the Special Unit for TCDC, and the Government of Egypt, the TIN has now been adopted by 29 Chambers, and with the assistance of the International Chamber of Commerce, it has been integrated into the recently launched global network, IBCC-NET, a fact which promises independence from donor funding in the future.

214. Private/public partnerships for development. In conjunction with Synergos, the Prince of Wales Business Leaders Forum and the Oversees Development Administration of the United Kingdom, six case-studies from the southern Africa region (Namibia, South Africa and Zimbabwe) have been documented where private corporations have become actively involved in development at the community level.

215. PSDP also supported donor coordination in small-scale enterprise development, micro-finance, and private sector development, and telecommunications technology.

III. SPECIAL PROGRAMME RESOURCES (SPR)

216. Special Programme Resources serve as a catalyst in ensuring that other UNDP resources achieve the objective of building national capacity in developing countries, especially within the six thematic areas, and in improving the quality and effectiveness of overall UNDP-funded technical cooperation. A total of 27 SPR categories were approved at the onset, presented below under five main

headings. By the fourth year of the fifth cycle, 94 per cent of total SPR funds had been programmed.

217. Most of the SPR categories underwent an in-depth mid-term evaluation during 1995, as mandated by the Executive Board, to review impact, relevance and overall performance during the fifth cycle. The results of these evaluations will be brought together in an extensive global SPR evaluation, to be presented to the Board later in 1996. However, it may already be concluded that SPR funding has played a catalytic role in mainstreaming the thematic areas in development projects and has contributed to building capacity to address these issues at national levels.

218. Some of the most interesting and important SPR activities undertaken this year are described in the following paragraphs.

219. Disaster mitigation. SPR funding under this category has had considerable impact on mainstreaming the issue of disaster management into the overall development process. During the year, a total of 38 projects were approved, which have served not only as a primary input in addressing the needs of populations at risk as a result of natural disaster or civil conflict but also to make development opportunities available in the aftermath of crises.

220. Some 20 requests for support to assist national authorities immediately following natural disasters were made in 1995, most of which were undertaken in direct cooperation with the Disaster Mitigation Branch of the United Nations Department of Humanitarian Affairs. Examples include the provision of logistics, short-term human resources support and communication needs for the Ebola virus crisis in Zaire and for the subsequent threat of an Ebola virus epidemic in Liberia. Assistance for relief coordination in response to the destruction caused in the Eastern Caribbean region by hurricane Luis was also provided, as well as for countries struck by flooding and landslides, such as Azerbaijan, Benin, the Islamic Republic of Iran, Laos and Nigeria.

221. Many new projects were approved during the year to assist countries to move beyond emergency relief; they will support efforts to recover from the effects of natural disasters and civil crises. Thanks to the cessation of conflicts and the beginning of recovery in countries such as Bosnia and Herzegovina, Croatia, Liberia and Rwanda, UNDP is formulating a number of new projects with other key United Nations specialized agencies that will promote a common strategy and maximize operational collaboration with the Governments.

222. The last category of activities provides support in response to the development needs of internally displaced, refugee and returnee populations. Projects in Eritrea, Mozambique and Sierra Leone have aimed mainly at facilitating the coordination of United Nations system and other external assistance and, in certain instances, have enabled the successful repatriation of refugees to their home countries.

223. Thematic activities. The principal objective of the thematic activities is the mainstreaming of the six areas of focus specified by the Governing Council in its decision 90/34 through the catalytic financing of development in these areas.

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224. Over the past year, extensive efforts and time have been devoted to the preparation, participation and follow-up to two major United Nations conferences, the World Summit for Social Development and the Fourth World Conference on Women. SPR funding for the preparations of the Fourth World Conference on Women facilitated United Nations system collaboration, provided support for national reports and assessments on the status of women, facilitated constituency-building and dialogue by Governments with NGOs on the status of women, supported NGO workshops, etc. Support to the Non-Governmental Liaison Service also made an indispensable contribution to the development and deepening of United Nations-NGO dialogue and cooperation during the Conference and organized training sessions on environmental and gender issues on the UNDP-sponsored "Beijing Express". Specific support was further provided to CSOs and NGOs to enable them to increase their involvement in the conference-related decision-making process of WSSD. In addition, regional cooperation programmes and coordination mechanisms have been established among the Latin American countries known as the Group of Rio to implement the commitments made at WSSD, focusing on regional technical cooperation in the areas of national social development action plans and activities to improve the management of social development instruments, relations with civil society and the modernization of the social sector.

225. Training has traditionally represented one of the major means through which to mainstream critical thematic objectives into national development. An environmental management training project reached a total of 120 countries and trained over 3,000 people in 1995. Training courses on environmental assessment tools for government, NGO and United Nations professionals were also organized. Training of development professionals in advocacy and policy, particularly in connection with large United Nations conferences, has been given to help them voice the concerns of specific groups in societies and bring to the fore particular development issues that require concerted national action.

226. An integrated aim of this category is the early identification of emerging development challenges and the provision of responses to them. The outcome of the studies of the Committee on Reconciliation of Environmental and Trade Policies is one such initiative that will feed directly into UNDP technical cooperation for the development of trade, environment and development policies.

227. In Georgia, great efforts were made to build national capacity to manage the transformation of governance through extensive discussions with policy makers and officials on institutional reforms and through establishing a high-level change management support unit to drive the change process. The project has offered a coherent framework for the reform of the governance system, central and local government, embracing Parliament and the judiciary branches of society and a more effective coordination of foreign assistance. Capacity-building of national forest plans provided countries with the tools to enter into bilateral agreements for the management of shared forests and for mobilizing resources from international organizations. An overall objective of UNDP gender-in-development activities has been to identify and build the capacity of national institutions to implement and monitor gender-sensitive policies and programmes. In Europe, 13 projects were implemented targeting gender-planning units of Governments and emerging NGOs, addressing the issue of declining status of women in many countries. Similarly, several interventions

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in Latin America strengthened national gender-planning units and built capacities to address human rights and domestic violence.

228. Examples of how seed funding has been used to facilitate and promote inter-agency cooperation around thematic issues include: the local initiative for urban environment, the sustainable agriculture network and extension programme and the community-based water supply and sanitation project. SPR-supported strengthening of gender-disaggregated statistical information systems has further allowed UNDP to play a catalytic role with other United Nations specialized agencies in furthering gender mainstreaming.

229. Technical cooperation and exchange among developing countries have been of particular importance for economies in transition. In a mutually reinforcing process of learning through active collaboration, areas of priority for the Commonwealth of Independent States countries, such as privatization, social safety nets, public sector management, administrative decentralization and aid management techniques have been identified for follow-up cooperation with decision makers and development practitioners in Argentina, Brazil, Colombia, Peru and Uruguay by way of bilateral and multilateral agreements. Support to women's grass-roots organizations across regions have enabled them to network and share experiences in various aspects of women's integration in economic activities, in survival strategies and alternative organizing methods.

230. Aid coordination. The overall objectives of this category are to support efforts aimed at advancing more effective programming and to assist in the preparation of donor consultation meetings.

231. Under the aid coordination component, a number of round-table meetings were organized in Africa and the Asia and Pacific region. Experience tells that these modalities have been very successful in building national capacities to improve the coordination and management of aid and they therefore continue to benefit from government support and appeal. Over the year, UNDP country offices have also taken a more active role in ensuring that SHD goals are supported in the processes, and that the process is more structured and of higher quality. Support to Consultative Group processes in the Commonwealth of Independent States has given strong evidence of the growing areas of cooperation between UNDP and the World Bank.

232. Over 30 countries in Africa participated in the national technical cooperation and programmes (NATCAP) exercise, whereby Governments were assisted with the strengthening of the capacity of their institutions for the overall management and coordination of external resources. Similarly, a major initiative was launched in Eastern Europe and the Commonwealth of Independent States to set in motion five NATCAP exercises in the region.

233. SPR further supported mid-term reviews of 13 country programmes and two intercountry programmes which, on the whole, confirmed the relevance of country programmes to national priorities, to the six themes of concern to the Executive Board and to emerging needs.

234. Programme development. The overall objective of this category is to strengthen UNDP capacity to develop and implement effective technical

cooperation programmes. A significant earmarking has also been made to support country-level initiatives to promote SHD. Projects were launched in some 83 countries and have proven to be catalytic and helpful in introducing this new approach to development and promoting the development dialogue. For example, the production of national human development reports - in the Eastern European and Commonwealth of Independent States region alone 22 such reports were put together by national teams.

235. An active programme to support evaluations and increase the use of feedback mechanisms into the organization's work has significantly contributed to improving the overall impact and effectiveness of UNDP technical cooperation. Three new series of publications have been developed, including "Lessons Learned" and "Management of Change". Global evaluations on the use of the national execution modality and the co-financing modality have provided senior management with important information about the effectiveness, impact and relevance of various UNDP mechanisms and systems for future strategic decisions. Training has been provided to country offices in several regions on the new dimensions of monitoring and evaluation, which in time will help to strengthen the offices and build national capacities on the subject.

236. Support was provided for a number of research projects related to WSSD and the Fourth World Conference for Women. Ten occasional papers focusing on gender mainstreaming and employment issues were prepared for the Fourth World Conference for Women, while two books (Social Exclusion: Rhetoric, Reality, Responses and States of Disarray: The Social Effects of Globalization) and 12 discussion papers helped to address emerging issues and contributed to the dialogue in connection with WSSD.

IV. FUNDS ADMINISTERED BY THE UNITED NATIONS DEVELOPMENT PROGRAMME

A. United Nations Capital Development Fund (UNCDF)

237. In 1995, UNCDF published and disseminated a policy paper entitled "Poverty Reduction, Participation and Local Governance: The Role for UNCDF". This paper outlines the Fund's future directions and ties its core mandate - poverty reduction in the LDCs - strategically to the experience it has accumulated over the years. While continuing to emphasize its traditional role in providing small-scale credit and rural infrastructure in the LDCs, the Fund is placing increased importance on developing direct partnerships with newly empowered local governments and the community groups they serve, particularly the rural poor. The implementation of this policy, through the establishment of new programmes, is the Fund's primary focus.

238. Since the policy paper represents the crystallization of trends in UNCDF programming over the last several years, many of these new programmes, aimed at building capacity and responding to needs at the local level, have already been designed and some are being implemented. In 1995, new programmes were elaborated for Cambodia and Togo. In Cambodia, a pilot project has been approved that will establish local development funds in two communities that have already benefited from the Cambodian Resettlement and Reintegration

Programme (CARERE)/UNDP technical cooperation. If successful, the project will be expanded to include some 20 communities. Other local development funds approved in 1995 include the $1.5 million second phase of a rural development project in the West Bank, with technical cooperation from the Programme of Assistance to the Palestinian People and a district-level development-fund project in Malawi valued at $2.2 million. The local development funds are managed to the degree possible at the local level and involve the community in prioritizing, implementing and managing micro-scale infrastructure projects. In this way, they help to foster sustainability and strengthen local management capacity by providing the capitalization for practice. In Tanzania, two components, valued at $6.8 million, of an area-based community development programme were approved. One project uses a labour-intensive approach to road rehabilitation with a strong emphasis on the employment of women. The other provides micro-financing in the Mwanza region, in support of agriculturally related activities.

239. In addition to working with UNDP, including an initiative with the Management Development and Governance Division, UNCDF has continued to pursue collaboration with members of the International Union of Local Authorities (IULA) and the French NGO Cités Unies Développement (CUD) to further work in decentralization by strengthening the capacity of local authorities. In Viet Nam, the Association of Dutch Municipalities is providing support in a rural infrastructure development fund, which is also serving to pilot the UNDP public administration reform programme. In Zambia, the Local Government International Bureau (United Kingdom) is providing technical cooperation to local authorities through identification and training missions and workshops in a UNCDF local development-fund project in the Eastern Province. In Mauritania, CUD is providing technical cooperation, including workshops and training, in support of a demand-driven municipal development project in Kiffa. This also involves direct twinning arrangements with the Ile de France.

240. Another element of UNCDF policy is to strive for innovation. In the Comoros, where UNCDF has already established health centres, using a financing mechanism which is being replicated throughout the country under other financing, a new project was approved to develop a mutual fund to cover the health care costs of people who cannot pay the required fees.

241. Another aspect of UNCDF programming policy is eco-development, ensuring that ecological concerns are addressed in tandem with economic and social development. Like local development funds, eco-development projects are participatory in nature. During 1995, the implementation of two projects, one in Mahayi, Niger, and one in the Foutah Djallon in Guinea, proceeded smoothly through their initial phases. Social mapping was completed, as well as the transfer of monitoring technology to national teams. In 1996, it is anticipated that this phase of three other projects will be completed.

242. The implementation of UNCDF credit activities improved significantly in 1995. A guarantee facility in Madagascar has been launched. In West Africa, a regional unit has been established under an umbrella project, and the project Chief Technical Advisor is providing regionally based backstopping to other UNCDF projects.

243. The UNCDF commitment to the monitoring and evaluation of socio-economic impact and its emphasis on participation and decentralization were evident in most of the eight evaluations undertaken in 1995. UNCDF continued to upgrade monitoring and evaluation standards during the course of the year and to integrate them into project design. Specific efforts included: (a) refining baseline requirements and key performance indicators to measure progress towards thematic goals, particularly those more difficult to quantify; (b) increasing the use of participatory evaluation methodologies; (c) synthesizing design quality issues based on lessons learned within UNCDF and by other institutions; (d) analysing the impact of evaluation recommendations on project design and implementation; and (e) finalizing the development of standard evaluation guidelines for assessing socio-economic impact in selected sectors. The importance of ex post evaluations was recognized, and a special financing facility is being put into place to allow better coverage over the coming biennium.

B. United Nations Revolving Fund for Natural Resources Exploration (UNFRE)

244. Following the reorganization of BPPS in 1994, UNRFNRE was placed within the new Science Technology and Private Sector Division (STAPSD) as a separate unit with its own identity. A revitalization programme was initiated with support from the Government of Japan. Currently, two projects are operational and the project pipeline has been structured to reach a level of five operational projects by 1998. At the same time, UNRFNRE is streamlining its activities so that strategic interventions in areas of poverty eradication, job generation and environmental protection will be made.

245. After the discovery of a gold deposit in Tanzania worth approximately $400 million, UNRFNRE assisted the Government in an international bidding exercise for the discoveries made by the Fund. Of the 40 mining companies that expressed interest in the UNRFNRE project, three were selected to bring these discoveries to the feasibility and production stage. The successful placer-gold project in Peru was sold to a Brazilian company for $5 million with an estimated start-up in 1998.

C. United Nations Fund for Science and Technology (UNFSTD)

246. As of 1995, UNFSTD had concluded most of its major programmes. Technology incubators launched by UNFSTD are now in place in several countries, among them Chile, Nigeria, the Philippines, Poland and Turkey. In China alone, 73 technology incubators are operational, all based on UNFSTD feasibility studies.

247. The UNFSTD programme Strengthening Endogenous Capacities in Science and Technology through Stakeholders Policy Dialogues has been the centrepiece of UNFSTD activities in recent years. At its termination in April 1995, 15 policy dialogues had been carried out in Cape Verde, Jamaica, Pakistan, Uganda and Viet Nam (three per country). Although it is not easy to measure the concrete results, its major achievement is clear. These countries have improved their decision-making process in science and technology by increasing the number and

diversity of participants considerably, thus improving the chances of a sustained stakeholder dialogue.

248. The UNFSTD programme Maintenance and Repair of Scientific Instruments has been concluded in Africa but continues in Asia. Means of upgrading knowledge are workshops, seminars, hands-on assessments and local networks of users. The unique feature of this programme, which has contributed to its success, is that national scientists and technicians who have benefited from in-country research grants from the International Foundation of Science are the main organizers of activities.

D. United Nations Fund for Women (UNIFEM)

249. At WSSD, the Director of UNIFEM raised the visibility of women's economic and political empowerment issues by linking them with the conference agenda. UNIFEM organized more than nine events and worked closely with the women's caucus and women's networks to ensure that women's concerns and recommendations were incorporated into the final document. At the Third Preparatory Committee for WSSD, UNIFEM brought together the leading advocates for women's issues at major United Nations world conferences on environment, human rights, population, and poverty to ensure that their perspectives were part of the negotiations.

250. UNIFEM played a leadership role during and in preparation for the Fourth World Conference on Women and its parallel NGO Forum. Through its umbrella project to support UNIFEM initiatives for the Fourth World Conference on Women, UNIFEM supported over 120 activities. These activities included supporting grass-roots women's organizations to strategize and organize for participation in the Conference, producing publications on UNIFEM best practices and lessons learned, funding the participation of women leaders to attend the NGO Forum, organizing seminars on how to participate in United Nations world conferences, and strengthening the UNIFEM media advocacy campaign.

251. Much of UNIFEM work throughout the developing world focused on creating awareness and understanding of the significance of the Conference among key individuals in the Government and NGO sectors and on building a consensus among these sectors on their substantive inputs to the drafting of the Platform for Action. UNIFEM provided support to ensure that women at the grass-roots level had the skills and opportunities to be active players in the international policy-setting process - from the preparation of the national reports to the articulation of the regional platforms for action and participation at the international level.

252. UNIFEM played a major role in Beijing in contributing to the substance of the Conference and helped to make the Platform for Action a clear agenda for the advancement of women. UNIFEM organized a daily caucus that brought together official delegations and NGO representatives to share information and strategize on issues arising from negotiations. UNIFEM organized more than 10 panels and participated in more than 20 other workshops that discussed how to make the Platform for Action a reality. UNIFEM also produced a number of publications, including an anthology entitled "A Commitment to the World's Women: Perspectives on Development for Beijing and Beyond", which includes papers by

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30 experts discussing concrete measures for operationalizing the empowerment of women.

253. At the NGO Forum, UNIFEM sponsored more than 14 workshops focusing on women's human rights, credit and finance, science and technology, and peace and conflict resolution. The UNIFEM-founded International Coalition on Women and Credit helped to ensure that the final Platform for Action addressed strategic objectives and action recommendations to ensure that low-income women have access to financial services. UNIFEM played a leading role in the Once and Future Action Network, a network of 80 organizations working in the area of gender, science and technology, which facilitated 250 activities. In addition, UNIFEM sponsored 20 women beneficiaries of UNIFEM projects to participate. To raise awareness of women's role in peace-building and conflict resolution, the UNIFEM-sponsored Peace Torch, which had traversed through war-torn African countries, was handed to the NGO Forum during the opening ceremony.

254. The Conference was a milestone event regarding the human rights of women. UNIFEM sponsored 10 human rights advocates to attend the Conference and with the Global Campaign for Women's Human Rights co-sponsored a global tribunal on accountability of women's human rights as well as a number of panels at both the NGO Forum and the Conference, focusing on the implementation of the Vienna Declaration on Human Rights. UNIFEM also sponsored workshops to raise further the commitment to the convention of the Committee on the Elimination of Discrimination against Women (CEDAW) and funded 10 members of the CEDAW Committee to attend the NGO Forum.

255. In September 1995, in an event sponsored entirely by contributions from the private sector, more than 650 guests celebrated the twentieth anniversary of the call for the establishment of UNIFEM at the First World Conference on Women. Twentieth anniversary awards were presented to outstanding honorees who have made a difference to the lives of women.

256. UNIFEM is playing a key role in the follow-up to recent United Nations world conferences. The Fund chaired the Working Group on Women's Empowerment for the Implementation of the International Conference on Population and Development. For the World Conference on Human Rights, UNIFEM has been working closely with the Centre for Human Rights to ensure that women's concerns are mainstreamed into their ongoing programming. UNIFEM is also working closely with the CEDAW Committee to strengthen the Convention and with UNICEF to build close links between CEDAW and the Convention on the Rights of the Child.

257. The catalytic work of UNIFEM at the regional and national levels focuses on the economic and political empowerment of women. To provide just a few examples, in Latin America and the Caribbean, UNIFEM organized an international seminar on Women and the Mercosur in Brazil to discuss the Mercosur treaty on women in the labour market and to ensure a gender perspective in the deliberation and formulation of policies. In Africa, the UNIFEM programme African Women in Crisis has made good progress in implementing the integrated approach to community-based health care, trauma management and quality of life improvement of displaced and returnee Rwandese women. In Asia and the Pacific, the UNIFEM country projects on gender statistics, executed by ESCWA and covering China, India, Indonesia, Pakistan, Philippines, Sri Lanka, Thailand, and Viet

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Nam, work to ensure that women's activities are adequately covered by the national statistical systems that provide data for decision-making.

258. In order to reduce its accumulated cash balance, UNIFEM actively programmed its resources on a partially funded basis from 1990 to 1994. That action, coupled with inadequate management and financial oversight by UNIFEM and UNDP, led to an overprogramming of UNIFEM resources that became known in mid-1994. Strict financial controls were established, all further programming was frozen, budget cuts were made and aggressive resource mobilization efforts were successfully undertaken to avoid a cash deficit. As a result of these measures and the addition of increased contributions from Governments, UNIFEM ended 1995 with a balance of approximately $4 million. UNIFEM will continue its dual strategy of requiring strict financial management on the part of all staff, and engaging in vigorous resource mobilization to avoid any threat to its financial integrity in the future.

E. United Nations Volunteers (UNV)

259. During 1995, a total of 3,263 UNV specialists and field workers originating from 134 countries served in 139 countries. Programme areas that assumed a greater profile in 1995 included poverty eradication, support to the peace-building and democratization processes, assistance to countries in transition and strengthening civil society.

260. Poverty eradication. One of the major UNV thrusts in 1995 was the fight against poverty, particularly in sub-Saharan Africa. In Tanzania, which constitutes one of the largest UNV programmes, 60 UNV specialists and field workers were focusing on health, agriculture and strengthening local community groups. Some 51 UNV specialists and field workers in Burkina Faso worked in the areas of rural development, education and skills training, health and food security. In Niger, 31 UNV specialists and field workers were assigned to poverty programmes linked in particular to employment and income-generating activities, preservation of the natural resource base, women in development, and economic management.

261. In Togo, a multisectoral UNV project, based on promoting people's participation at the village level, has served as a model for UNDP and the Government for a larger participatory approach to poverty eradication. In Benin, a Domestic Development Services (DDS) programme in 30 villages served as a point of reference for a National Social Dimension Development Programme. In Uganda, UNV specialists and field workers are the main instrument at the grass-roots level in the national poverty eradication programme. Similarly, performances of UNV teams in Namibia and Zimbabwe in mobilizing and strengthening local groups demonstrated in 1995 the significant role volunteer contributions can play in the fight against poverty.

262. Peace-building and democratization. To support the peace-keeping operations of the United Nations Assistance Mission in Rwanda (UNAMIR), 74 UNV specialists were assigned. An additional 65 UNV human rights monitors served as part of the 120-member human rights field operation, organized by the Centre for Human Rights, investigating and monitoring human rights throughout the country.

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263. Under the United Nations Mission in Haiti (UNMIH), 29 UNV specialists provided mainly logistical support while another 30 UNV specialists served as human rights observers to the International Civilian Mission in Haiti (MICIVIH). In addition, 12 UNV electoral assistance and logistical support officers were working in the country in 1995. In Guatemala, 105 UNV specialists worked within the United Nations Human Rights Verification Mission (MINUGUA) as UNV human rights monitors, indigenous rights monitors, and human rights promotion and education officers.

264. In the Middle East, UNV supported the peace process through the UNV-managed Transfer of Knowledge Through Expatriate Nationals (TOKTEN) modality and the Programme of Assistance to the Palestinian People. Under TOKTEN, 22 expatriate Palestinian professionals trained public and private institutions in such fields as agribusiness, finance, education and computerization.

265. The White Helmets Initiative was operationalized in 1995. It aims at making volunteer teams available on a stand-by basis through national volunteer corps for activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development. UNV and the White Helmets Commission of Argentina together initiated activities including: electoral support and urban food production in Armenia; enhanced food delivery with the World Food Programme in Haiti; support to the reintegration of ex-combatants and reconstruction in the aftermath of the crisis in Angola; engineering support for the infrastructure of Gaza; vocational training for Palestinian ex-detainees; rehabilitation of medical facilities in Jamaica; and human rights support with MINUGUA in Guatemala.

266. Countries in transition. UNV cooperation with countries in transition includes supporting innovative poverty eradication efforts, working with communities in environmentally degraded areas, strengthening human resources and mobilizing external financial resources.

267. In Cambodia, building on the achievements of 750 UNV specialists who served with the United Nations Transitional Authority (UNTAC) operation, a continuing UNV presence played a significant role in the transition from emergency and rehabilitation to development. UNV has supported human capacity-building from the central ministry level to local districts, democracy-building through support to the United Nations Centre for Human Rights, environmental protection in Angkor Park, the revival of traditional non-formal education in temples, and skills training and small business enterprise activities at the community level. These UNV services have been provided in collaboration with UNDP, United Nations specialized agencies, bilateral donors, and through UNV Special Voluntary Fund (SVF) resources.

268. In the Aral Sea region, 10 UNV specialists assisted seriously affected communities to develop self-help initiatives through sustainable community-based programmes addressing issues related to environment and bio-diversity, nutrition, soil and water management, small business and agro-business development. In Kyrgyzstan, indigenous UNV specialists are building up the self-management capacities of indigenous NGOs to support local initiatives.

269. Through the UNV-managed United Nations Short-term Advisory Resources (UNISTAR), private sector development was supported with a notable increase in collaboration with multinationals. Examples include: a diagnostic audit and assessment of the five largest electronics and electrical engineering enterprises in Uzbekistan, undertaken by the Samsung Group; a group of Fiat executives from Italy acting as UNISTAR advisers in Bulgaria assisted in the development of joint venture opportunities.

270. Strengthening civil society. In Latin America, UNV worked with NGOs and CBOs to empower communities and facilitate sharing experiences and knowledge of indigenous crafts, technologies and medicine. National UNV specialists and field workers have been used to provide the link between communities, CBOs and NGOs, United Nations organizations and government authorities.

271. In Africa, UNV collaborated extensively with NGOs and CBOs, using mixed teams of international and national UNV specialists to advocate for community support in HIV/AIDS care. Major programmes were launched in Uganda, United Republic of Tanzania and Zambia.

272. In Lebanon, UNV promoted the return of an estimated 450,000 displaced persons. During 1995, a team of 27 national and international UNV specialists and field workers assisted local communities and the Ministry for Displaced People in assessing the immediate needs of people vis-à-vis the physical environment, housing, education and health and facilitated a response to these needs by mobilizing available government and non-governmental resources.

273. Evaluation. During 1995, UNV undertook several reviews and evaluations designed to draw lessons from the past and to guide the overall future directions of the organization. A cluster of evaluations carried out in 20 countries addressed UNV experience with national UNV specialists and field workers; SVF projects; the role of UNV as an executing agent; decentralized programming; and UNV experience with humanitarian assistance, democratization and peace-building activities. Twelve in-depth evaluations of IPF and SVF projects were also carried out.

274. The first general set of conclusions of the evaluations is that UNV is recognized and highly appreciated by its traditional partners, i.e., the United Nations system and national Governments, for fielding qualified and motivated international and national UNV specialists and field workers. Similarly, the contributions of the volunteers themselves, many working in remote areas and difficult circumstances, are considered to be the hallmark of the UNV programme. The evaluations also indicate that there is a need for UNV to strengthen monitoring further, enhance country-level management, maintain good communications and continue decentralization from headquarters.

275. The second general conclusion relates to the work begun at UNV in 1992 in response to Governing Council decision 92/35, which is aimed at exploring innovative roles for volunteers and establishing and developing new partnerships, for the most part with civil society. Here, the feedback is that UNV has been able to develop a number of initiatives with local partners that demonstrate ways of catalysing and stimulating volunteer contributions in a variety of fields. At the same time, further efforts are needed by UNV to

establish links with programmes and projects of other organizations and partners to increase the impact of many of these initiatives.

F. Sustainable development funds

276. The Sustainable Energy and Environment Division (SEED) was established in 1994 with the consolidation of four separate funds: UNSO, GEF, Montreal Protocol and Capacity 21. The Division has focused on developing strategies and strategic approaches for its own work and as guidance for the country offices in programming, particularly strategies in sustainable agriculture and food security, forests, water, dry-land management and energy as an instrument for social development. Strategic focus has also been developed for research and for UNDP work through the Global Environment Facility. The intent is to ensure that work of the Division, through all its activities, contributes as effectively as possible to achieving UNDP goals.

1. Office to Combat Desertification and Drought (UNSO)

277. In its new capacity as the central entity within UNDP responsible for spearheading UNDP work in desertification control and drought preparedness, UNSO supported 43 affected UNDP programme countries in preparing for implementation of the Convention to Combat Desertification (CCD). UNSO provided catalytic funding; training and capacity-building; and technical advice in the following key areas: (a) the national action programme process; (b) the subregional action programme (SRAP) process; (c) development of guidelines and tools for operationalizing the CCD; (d) awareness-raising; (e) building partnerships; and (f) resource mobilization. An estimated amount of approximately $15.6 million has been mobilized to support national action programme processes, subregional/regional activities and capacity-strengthening, including the consolidation of existing relevant desertification control projects in some of the most affected countries. New contributions were made by, inter alia, Australia, Denmark, France, Italy, Luxembourg and Norway.

278. The Convention calls for Governments to engage all stakeholders in broad-based participation in identifying the root causes of degeneration of the dry lands, and in the design of means to address them through national action programmes. UNDP/UNSO, in collaboration with other partners, has assisted 24 African Governments in laying a solid foundation for this participatory approach, including strengthening the capacity of country offices and national focal points to build genuine partnership arrangements and national compacts as required by the Convention. UNSO provided technical and catalytic support to Cape Verde, where the first national forum since the adoption of the Convention was held in November 1995. The forum resulted in the articulation and addressing of the concerns of grass-roots communities on the methodology and partnership arrangements for implementation of the CCD.

279. Although affected African countries received priority in keeping with the Resolution of Urgent Action for Africa, UNDP/UNSO has also, upon request, provided technical advice in preparing for the national action programme process to 19 affected countries in Latin America and Asia. For example, in response to

a request for assistance from the five Aral Sea States, the World Bank, together with UNEP and UNDP provided substantive technical and financial support for the development of the land-degradation component of the Aral Sea programme. In Argentina, UNSO provided technical cooperation for the preparation and realization of the first national conference on desertification, which established the foundation for a national partnership, including the roles of the various stakeholders and workplan.

280. UNDP/UNSO has made available an amount of approximately US$ 625,000 to subregional activities in the context of the Urgent Action for Africa for support to the Permanent Inter-State Committee on Drought Control in the Sahel, the Intergovernmental Authority for Drought and Development, the Arab Maghreb Union and the Southern African Development Community for a joint conceptualization and initiation of the subregional action programme process; and mobilization of assistance from Denmark for SADC to develop and establish a subregional system for the exchange of information and the monitoring and evaluation of the implementation of the Convention.

281. UNDP/UNSO has also developed conceptual guidelines to support the operationalization of a number of cross-cutting issues related to the implementation of the CCD. These have included: development of desertification indicators; drought preparedness and mitigation; sustainable water management in the dry lands; pastoral development and development of financial mechanisms. For example, under the category of financial mechanisms, UNSO, in collaboration with the Inter-Agency Planning Group for Environmental Funds, has played a lead role in promoting and defining the concept of national desertification funds, drawing on successful experiences of national environmental funds. UNDP/UNSO published the first comprehensive paper on national environment funds entitled "National desertification funds: a concept paper on possible scope and operational modalities". National desertification funds are viewed as a key tool for mobilizing and channelling resources, including domestic resources, rapidly and efficiently to the local level. NGOs also view the funds as an important means of addressing the concepts of participation, partnership, and coordination. Through RIOD, an NGO Network in support of implementation of the CCD, UNSO is supporting the publication of NGO guidelines on national desertification funds.

282. UNSO awareness-raising activities included catalytic support to 47 countries for the first World Day to Combat Desertification; the production and dissemination of two videos ("Waiting for the rain" in collaboration with the Interim secretariat, and "Desertification in Africa"). Information notes are regularly disseminated to countries and partners to update them on activities undertaken in the context of the implementation of the Urgent Action for Africa, and UNSO also published a technical note entitled "Building Partnerships to Support the Implementation of the Convention on Desertification at National Level: A Strategy and Approach".

283. UNSO has also worked to build enhanced partnerships with the United Nations, NGOs and multilateral and bilateral organizations. UNSO and the Club du Sahel jointly organized informal meetings for the exchange of information and harmonization of efforts among organizations supporting the implementation of the CCD. UNDP and UNEP signed a new partnership agreement on the joint

development and mobilization of resources for programmes in areas of complementary expertise. UNSO supported the development of a concept paper on the role of NGOs to support the participatory approach required for the implementation of the CCD. UNSO also supported regional workshops in Latin America and Asia to establish and strengthen cooperation among NGOs for implementation of the CCD.

2. Global Environmental Facility (GEF)

284. UNDP-GEF works in the following areas: climate change, biological diversity, international waters and ozone-layer depletion. The agreed incremental costs of activities concerning land degradation, primarily desertification and deforestation, as they relate to the four focal areas will also be eligible for funding.

285. All the 55 UNDP pilot phase projects authorized by the GEF Participants between 1991-1994, totalling $242.5 million, have been approved as of end-September 1995 and 53 of these projects are presently under implementation. Also authorized are 21 pre-investment projects for a total of $20.8 million and $13 million for the Small Grants Programme (which awards grants of up to $50,000 for community-based activities supported by local organizations and NGOs), bringing the total of the UNDP pilot phase portfolio to $276.5 million. This amounted to 37 per cent of total GEF resources. UNDP-GEF disbursements amount to $102.8 million or about 56 per cent of total GEF disbursements of $184.9 million.

286. For the UNDP-GEF I portfolio, approvals were granted in 1995 for 31 technical cooperation projects; 20 GEF Project Development Facility (PDF) Block A projects; and 18 GEF PDF Block B projects, including a replenishment of the Small Grants Programme (which has now approximately 550-600 projects under implementation) for $25.9 million, bringing the UNDP-GEF I portfolio to $76.5 million. Pending the GEF operational strategy, which was approved in October 1995, 1995 was a year of interim programming.

287. In the area of public outreach and communications, GEF developed, with the other units of SEED, a home page on the World Wide Web, thus enhancing information dissemination. A total of 35 UNDP-GEF edited project documents have been completed and distributed to country offices along with regular updates on GEF activities and those of the environmental conventions.

288. UNDP-GEF completed development of the GEF Project Development Workshop - a three-day training course for Governments, civil society and international agency staff on how to develop successfully and implement GEF projects, and carried out, in collaboration with the World Bank and UNEP, a full-scale pilot run for 10 Caribbean countries in April 1995. The workshop was also offered in 1995 in Argentina and for South Pacific countries, and plans have been made to extend the programme worldwide in 1996.

289. UNDP-GEF participated in the 1995 Conference of Parties meetings of both the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change. In March, the Administrator addressed the Climate

Change Conference of Parties in Berlin, and staff were seconded to the Biodiversity Convention Secretariat to assist at the Conference of Parties in Jakarta, in November. UNDP-GEF also continued to assist countries in formulating enabling activity projects in the climate change area to help them fulfil their obligations under the Convention.

3. Trust Fund for the Interim Multilateral Fund under the Montreal Protocol

290. As of end-December 1995, UNDP was assisting 41 countries to eliminate ozone-depleting substances (ODS) under the Montreal Protocol, through which attempts are being made to reverse the damage to the global ozone layer. UNDP assistance has been utilized for national country programme formulation, technical cooperation and technical training, demonstration projects, national institutional strengthening, and technology transfer investment projects. UNDP staff and international experts, working with governmental ozone unit focal points and national consultants, help industry to design and implement ODS-elimination projects in the aerosol, foam, solvent, refrigeration, refrigerant recovery/recycling and fire-extinguishing sectors. Surveys were also carried out to determine the usage of methyl bromide for agricultural pest control and fumigation in three subregions

291. In 1995, $32.4 million in UNDP work programmes was approved and funded by the Executive Committee of the Multilateral Fund of the Montreal Protocol, thus raising the UNDP 1991-1995 cumulative project portfolio to $110 million. This portfolio comprises 398 projects, including 207 technology transfer investment projects, which will eliminate 14,128 tonnes/year of ODS.

292. The regional shares of UNDP's 1991-1995 cumulative programme are: Africa/ Middle East (13 per cent); Asia and the Pacific (51 per cent); Latin America and the Caribbean (33 per cent); and regional and global programmes (3 per cent). The foam and refrigeration sectors together account for four fifths of the total UNDP programme. Technology-transfer investment projects continue to account for the bulk of UNDP activities, following the guidelines adopted by the Executive Committee of the Multilateral Fund that UNDP, UNIDO and the World Bank should concentrate on such projects, and with UNEP handling data and information dissemination as well as technical training.

293. UNDP disbursed $13.7 million in 1995, which, added to previous disbursements of $17.3 million over the period 1991 to 1994, gives a cumulative 1991-1995 disbursement figure of $31 million. UNDP was commended by the Executive Committee for its speed of disbursement; in 1995 UNDP has completed and commissioned 23 investment projects in six countries that eliminated 1,415 ODS tonnes/year. Thus UNDP has, in total during 1991-1995, completed 31 investment projects that have already eliminated 1,842 tonnes/year of ODS.

294. UNDP also has 20 ongoing institutional-strengthening projects that are developing national capacity to direct and monitor national efforts to meet the ODS-elimination provisions of the Protocol, with a total of $5.4 million being expended on these projects.

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295. The overall programme within UNDP is managed by the Montreal Protocol Unit (MPU), part of the Energy and Atmosphere Programme (EAP) within SEED. Given the technical nature of the investment projects, over four fifths of the programme is executed through UNOPS with the balance being nationally executed.

4. CAPACITY 21

296. CAPACITY 21 was launched at UNCED to assist countries build their capacities to integrate the principles of Agenda 21 into national development planning. In concordance with the principles of Agenda 21 and within the UNDP mandate, CAPACITY 21 recognizes the importance of the interconnectedness between the issues of social equity, economic growth and environmental protection. CAPACITY 21 completed two years of operation in July 1995, at the end of which it had programming activities in approximately 44 countries. At the end of 1995, the CAPACITY 21 trust fund had received pledges worth $51,736,525.

297. CAPACITY 21 assists countries to develop their national capacity-building programmes, which are designed to be broad coordinating initiatives based on national needs and priorities. CAPACITY 21 programmes help to integrate the principles of Agenda 21, i.e., integration, participation and information into all CAPACITY 21 national programmes. CAPACITY 21 has developed a wide and diverse spectrum of programmes in the last two and a half years, which include coordination of national Agenda 21 efforts; integration of institutions and strategies into development planning; changes in governance; increased participation of civil societies and indigenous groups in the decision-making processes of development; development of sustainable practices in countries that are undergoing reconstruction and transition; and the quantification of components of sustainability. The following are examples of national CAPACITY 21 programmes.

298. In Bolivia, CAPACITY 21 is assisting in extensive changes in development practices. Bolivia has the distinction of being one of the first countries to use Agenda 21 as a comprehensive framework for its national development strategy. As part of its major reform of government, the Ministry of Sustainable Development was established, with considerable policy and planning authority. UNDP supported the Government of Bolivia within the CAPACITY 21 framework during the period when the concept of a government structure to encompass sustainable development was being translated into action. It was recognized that while the new ministry was well conceived, its ability to work at both national and district levels was weak. The complex nature of managing resources sustainably required capacity-building at the local level, and the participation of the Government and society. CAPACITY 21 was, therefore, asked to help Bolivia to decentralize its institutional structures to the departmental level, and to create mechanisms for local participation in development planning. Bolivia 21 is an ambitious strategy to put into place a number of important political reforms through a programme of decentralization.

299. In Swaziland, the small CAPACITY 21 programme is a good example of how national decisions can be based upon the views of the people as articulated at the village level. As part of a national review of development policy, CAPACITY 21 is helping to ensure that the new policy is based on solid concepts

of sustainability. The unique approach that is being adopted is that although the full participation of experts and officials is planned, community-level consultation started before the setting up of any government or expert community. The intention is to prevent the views of the latter dominating those of the communities responsible for the use and monitoring of hard-pressed resources of Swaziland so that the final development policy that emerges will have the support and credibility of the people.

300. The Barents Sea region of the Russian Arctic is of great political and economic importance to the entire Russian Federation. For many decades, the natural resources of the region have supplied Russia and the Soviet Union with ample supplies of fish, forest products, and industrial metals. Russian and international companies are currently looking towards the Barents Sea and its neighbouring seas (the White and Kara Seas) for large-scale offshore oil and gas extraction. By strengthening the capacity of local, regional and federal institutions, this CAPACITY 21 programme will enable Russia to plan and effectively implement activities that further economic growth of the region without harming its internationally important Arctic ecosystem. It will support the introduction of sustainable development policies and programmes into the institutional fabric of government, non-governmental and industrial organizations.

301. Morocco created a post-UNCED national strategy that called for the integration of environment into development activities. Specific needs within the strategy included a reinforcement of legal frameworks and institutional protection of the environment; elimination of pollution; and cooperation between sectors. By reinforcing national capabilities, the programme will create a participatory consultation process to generate plans for sustainable development. Through a process of collaboration, participation, and mobilization of the stakeholders in the development process, Morocco will formulate a national action plan for the environment as well as a demonstration project to reinforce national capacities and the national strategy for sustainable development.

302. In 1995, CAPACITY 21 worked at broadening its effectiveness by seeking to advise and influence activities outside and beyond its national scope. For example, CAPACITY 21 is working closely to support UNDP development of the third phase of the supraregional Mediterranean Technical Assistance Programme (METAP). UNDP is working with countries in the Mediterranean region to develop and implement capacity-building programmes, and the strengths that CAPACITY 21 brings to the process is its expertise in similar activities, its experience, and its ability to liaise and coordinate bilateral donors. Another example is the model system of coordination of UNEP and UNDP activities that has been developed under the CAPACITY 21 Environmental Law and Institutions in Africa Programme, which is jointly managed by UNDP and UNEP.

303. Important progress was also made in 1995 towards achieving the CAPACITY 21 mandate of creating a body of experience and expertise in capacity-building for sustainable development. A monitoring programme was designed and implementation started, which is expected (in addition to ensuring the quality of individual programmes) to provide information on successful capacity-building that will be of widespread value. CAPACITY 21 will continue to expand its information-

dissemination activities. The current series of programme summaries and updates that were started in 1995 will be continued. Case-studies and issues papers will be prepared. Means will be put in place to help countries to exchange information among themselves. Maximum use will be made of conventional modes of publication, as well as modern electronic means. New and innovative routes for disseminating information will be sought.

V. OTHER MAJOR FUNDS AND PROGRAMMES

A. Technical cooperation among developing countries (TCDC)

304. A major realignment took place in 1995 in the strategy for technical cooperation among developing countries resulting from a refinement of the TCDC concept. In response to the dramatic changes that have occurred in the international economic system since the late 1980s, together with the recognition that TCDC is likely to assume increased importance in the future in light of these changes, the General Assembly requested the formulation of a strategy of "New Directions for TCDC", which it subsequently endorsed on 5 December 1995 in its resolution 50/119.

305. The New Directions strategy proposes that, in terms of its substantive policy and operational thrust, TCDC should be reoriented to focus on strategic initiatives that would have major development impact on a large number of developing countries and should include such areas of focus as the environment; poverty eradication; production and employment as well as macroeconomic policy coordination and management. Major strategic initiatives within the New Directions framework that are being supported by the Special Unit for TCDC include implementation of the Small Island Developing States Technical Assistance Programme (SIDS/TAP), designed to operationalize the Barbados Programme of Action on the Sustainable Development of SIDS; follow-up activities for implementation of the recommendations of the Asia-Africa Forum, held in Bandung, Indonesia, in December 1994 for the establishment of an interregional framework aimed at cooperation on a long-term basis through transfer of experience, know-how and the sharing of facilities between the two regions; and technical cooperation exchanges between countries of Latin America and the Commonwealth of Independent States.

306. A key element in the New Directions agenda is the promotion of increased operational linkages between economic cooperation among developing countries (ECDC) and TCDC that will enable TCDC to serve as a critical instrument in fostering broader economic cooperation schemes among developing countries. A reorientation of existing TCDC activities has also been taking place as part of the overall review and evaluation of the TCDC programme. Some of the other New Directions recommendations that began to be realized in 1995 were the identification of pivotal countries to serve as catalysts for implementing TCDC; promotion of triangular cooperation arrangements, under which donors would agree to fund exchanges among developing countries; the compilation of information on successful and innovative projects capable of replication; the identification of subject-specific TCDC products that could attract funding by virtue of their importance; and the establishment of the Group of 77/UNDP Award for TCDC/ECDC, whose first recipient was the South Centre.

307. The activities funded from the SPR allocation for TCDC carried out in 1995 fall into four subprogrammes: (a) sensitization and information on the TCDC modality; (b) capacities and needs-matching exercises and subject-specific workshops; (c) studies and evaluation; and (d) enhancement of capacities for the application of TCDC.

308. Activities within these subprogrammes have been focused on supporting priority areas for the promotion of SHD as indicated below.

309. TCDC and poverty eradication. Support was provided for: civil society empowerment for poverty reduction in sub-Saharan Africa, targeting in particular over 100 peasant and women's CBOs and research networks; assistance for the formulation and implementation of 237 bilateral TCDC projects on rural credit and poverty eradication; TCDC support to the Group of Rio countries for follow-up implementation of WSSD commitments; cooperation between Latin American and Commonwealth of Independent States countries on governance and poverty eradication; support for 144 technical cooperation agreements between Latin America/Caribbean countries and Haiti for its reconstruction efforts.

310. Jobs and sustainable livelihood. Activities included the preparation of a sourcebook on African food production and processing technologies for commercialization to promote indigenous African technologies and facilitate linkages among African researchers, entrepreneurs, financiers and policy makers to bring research results into the development arena as well as being a catalyst for African entrepreneurs interested in investing in appropriate indigenous technologies; technology transfer and exchange of experiences in rural agricultural development in agricultural credit, water conservation, animal husbandry, and soil management; a programme of assistance to economies in transition between the Commonwealth of Independent States and Latin America; small enterprise development and employment-generation; and support for 131 TCDC projects in sustainable fisheries and aquaculture management.

311. Environment. As noted above, support was provided to the implementation of the Barbados Programme of Action for the Sustainable Development of Small Island Developing States (SIDS). The International Network on Small Hydro-power was established, as well as interregional exchange and transfer of innovative urban management practices among developing countries within the framework of HABITAT II.

312. Gender in development. Support was provided for initiatives designed to enable women's organizations to network and share experiences in various aspects of women's integration in economic activities. The special unit for TCDC (SU/TCDC) sponsored a network of Latin American and Caribbean women's organizations, involving participation from other developing regions, to examine the experiences of women-in-survival strategies and alternative organizing methods and to make plans for the Fourth World Conference on Women. As a result of these TCDC activities, women-led organizations were able to share innovative and strategic ways of responding to the economic difficulties faced by women in the developing countries.

313. TCDC information Referral Service (TCDC INRES). This is a multidimensional database focusing on innovative experiences in SHD focus areas capable of

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replication in other developing countries through the TCDC mechanism. TCDC INRES is one of the key initiatives supported by the Special Unit for TCDC, involving the compilation and dissemination of information on institutional capacities in developing countries as a means of ensuring the increased utilization of technical capacities in the South in pursuit of priority development objectives, including those in the four SHD focus areas.

314. The expected impact of the subprogrammes - the greater utilization of the TCDC - can be seen in the increase in the use of this modality by the developing countries. There is greater interaction and mutual support among countries of the South. Joint commissions on technical and economic cooperation are functioning with greater efficiency and bilateral/multilateral technical cooperation programmes among the developing countries themselves are being drawn up and implemented in larger numbers. Developing countries are making larger provisions in their national budgets and their institutions are earmarking more resources for TCDC activities.

315. The mid-term evaluation of the TCDC SPR programme concluded that activities implemented under the programme have been essentially well planned and well executed. SU/TCDC, together with the UNDP country office network, has done a thorough job in capturing the SPR mandate for the promotion of TCDC and taking up a variety of activities as promotional instruments. Resources have been made available for the expansion of TCDC through workshops, studies, capacities and needs matching exercises, support to networking and by the redesigned, multidimensional TCDC-INRES. It also found that planned activities have, for the most part, been successfully implemented and that they have dealt with themes of concern to UNDP, demonstrating the relevance and feasibility of TCDC.

316. The evaluation recommended modifications under six separate categories of TCDC activities:

(a) Integration of TCDC in the operational activities of UNDP - ensure that a TCDC component is present in all country programmes from the outset;

(b) Closer linkage of TCDC with development planning priorities at the national level;

(c) TCDC promotional activities should contain a built-in, follow-up phase to ensure sustainability and facilitate monitoring;

(d) TCDC interventions should be streamlined and linked with triangular cooperation arrangements that would foster ECDC.

317. TCDC-INRES should be further developed as the multidimensional information system for the promotion of TCDC.

318. The lessons pinpointed in the evaluation, together with the recommendations for enhancing the effectiveness of the TCDC SPR programme, were incorporated into the report on New Directions for TCDC, which forms the framework for the TCDC SPR strategy for the remainder of the fifth cycle and beyond.

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B. Programme of Assistance to the Palestinian People (PAPP)

319. In an effort to give tangible expression and immediate impact to Palestinians living in the West Bank and Gaza Strip, the Programme of Assistance to the Palestinian People (PAPP) has been enlarged and has evolved considerably in 1995 in direct response to the continuing historic peace process between the Government of Israel and the Palestinian Liberation Organization.

320. Because of its long-standing working relationships with all parties in the area, and in close collaboration with the United Nations Special Coordinator in the Occupied Territories, PAPP has developed fully transparent and reliable financial mechanisms that are rapidly made available to donors to facilitate the necessary social and economic development upon which peace and stability depend.

321. Within this context, PAPP activities in 1995 had three overriding objectives: (a) to support the capacity-building process upon which the Palestinian Authority has embarked since its establishment in the Territories in May 1994; (b) to launch a new generation of projects where the PAPP role is increasingly confined to technical, supervision and facilitation; and (c) to focus on poverty eradication by helping to create employment opportunities, especially in Gaza. PAPP undertook a programming exercise in 1995 to formulate, within these three main objectives, a comprehensive strategic framework that will guide its programme activities in the West Bank and Gaza Strip over the three-year period.

322. One of the operational highlights of PAPP is best characterized by the leadership role it has taken in the employment-generation programme. While improving the physical appearance of the Gaza Strip, this ongoing programme generated approximately 75,000 working day opportunities in the Gaza Strip and largely contributed to the improvement of the private sector since PAPP projects are executed through local contractors.

323. As part of its capacity-development efforts, PAPP responded to the most urgent needs of the Palestinian Authority by providing emergency start-up support to more than 20 of its main institutions, primarily the ministries. This large-scale programme, which included procurement of vehicles, office equipment and computers amounted to over $10 million of support throughout 1995.

324. The total expenditures for PAPP in 1995 are estimated to amount to $34 million, an increase of more than 50 per cent over 1994 expenditure. Such level of expenditures was made possible almost entirely through large-scale bilateral contributions to PAPP, including trust funds and Management Service Agreements.

325. In order to deliver this greatly expanded programme, PAPP operational capacity was significantly reinforced during 1995, primarily through the recruitment of highly skilled Palestinian technical, engineering and programming professionals. Two new technical sections were added, one in public administration and one in rural development. The Gaza office was given a large degree of delegated responsibility and was reinforced by the addition of more than 20 staff members, including engineers, programme staff and UNV specialists.
